

MAGAZINE OF MANAGEMENT MEN OF AMERICA

MANAGE

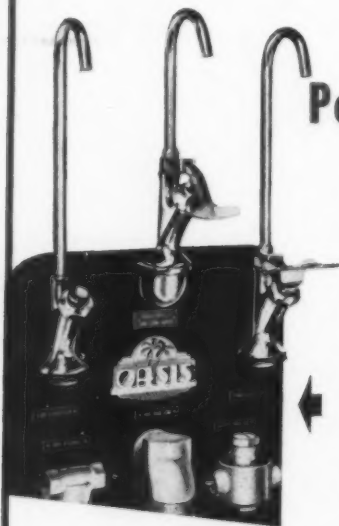


CONVAIR'S LA MOTTE T. COHU: "Good management is a team operation." Mr. Cohu became president of Consolidated Vultee Aircraft Corporation in June 1948.



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On The Cover



GOOD management is a team operation," say La Motte T. Cohu, president and general manager of Consolidated Vultee Aircraft Corporation. And it was a team operation within the management of Convair, and between that management and its personnel generally, which has resulted in its achievement of some goals believed impossible—the unbelievable B-36 for one thing, featured in this issue.

What have been some other accomplishments of this organization of which Mr. Cohu became chief executive officer and member of its board of directors in June, 1948? Between Pearl Harbor and VJ-Day it delivered about 13 per cent of the total output of America's aircraft industry—more than 350 million pounds of airframes. In terms of completed aircraft: 28,000 planes; plus approximately 500 equivalent planes delivered as spares; or a total of above 33,000 military aircraft. This is a notable achievement even in America.

Here, indeed, is a unique organization to be helmed by La Motte Cohu, builder and organizer, exponent of teamwork. Even as he commutes constantly between California and Texas—divides his time between the huge Convair units in San Diego and Fort Worth in actual management of them—La Motte Cohu will find for himself increasing opportunities to build teamwork in a great team company.

Mr. Cohu was born in New York City in 1895, was graduated from Princeton in 1917. During the first World War he served as an ensign, U. S. N. R. F.

In 1928 he formed Air Investors, Inc. and organized Interstate Airlines, now a part of Eastern Air Lines. He became a director of Aviation Corporation in 1930 and served as president of Aviation Corporation, American Airways (now American Airlines), and American Aircraft and Engine Company during 1931 and 1932. He was a director of Air Associates from 1930 to 1933, and a director of North American Aviation Transcontinental Air Transport, and Eastern Air Transport in 1933 and 1934.

Mr. Cohu came to Convair from Trans World Airline where he had been president since early in 1947. Actually he had been a TWA board member since 1933. Previously, he had come over to TWA from Northrop Aircraft, Inc., at Hawthorne, California, where he had served as board chairman and general manager since 1939.

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MANAGE

MAGAZINE OF MANAGEMENT MEN OF AMERICA

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MANAGE May 1949



We Look At WASHINGTON

BY the time this article is read, action on the Administration Labor Bill by the House of Representatives should be completed. It is unlikely that the Senate will complete its consideration of the bill before the middle of May.

The progress of this measure in the House is interesting. It is known as the Lesinski Bill, since it was introduced by the member who is chairman of the House Labor Committee. Actually, it is an administration measure, and for the most part was not prepared on Capitol Hill, but was written by the administrative branch of the government. It was reported out of the House Labor Committee without amendment by a close vote. Thereafter, the Rules Committee of the House granted it "an open rule" with eight hours of debate.

This procedure means that there is no limitation on the number of amendments which may be offered to the bill when it is considered on the floor of the House. This also means that probably much more than eight legislative hours will be devoted to its consideration, since each amendment will be debated under the so-called five-minute rule, and where the vote on amendments is close, a time-consuming teller vote will be required. When a teller vote is taken, all of the members present must parade down to the well or front of the House and then march back by the center aisle where their yea or nay vote is counted by tellers appointed by the chairman.

If a number of individual amendments are offered, the hearings on this bill may very well last for from two to five days.

It is possible, however, that actual hearing time may be shortened. Representative Wood of Georgia has introduced a substitute bill which would reenact practically all of the provisions of the present Taft-Hartley Act, including the exact language of the present law relating to supervisors. As a matter of fact, several provisions of the Wood bill provide for more stringent regulation of union activities.

Whatever the procedure that may actually be employed, the chance of retaining the supervisors' sections seems reasonably good. The danger lies in legislation providing for compulsory recognition of so-called independent unions of foremen. Without exception, experience has demonstrated that in operation, there is a close tie-in between a foreman's union and a production worker's union, whether or not

they are actually affiliated with the same international organization.

On the Senate side, there is less talk of compulsory recognition of independent foremen's unions. There is some consideration of a change in the definition of a supervisor set forth in the present law. Senator Ives of New York is reported to be active in advocating

By

Harry P. Jeffrey

NAF

Legal Counsel



such a change. Certainly there is nothing sacred about the present definition, but it was adopted after a great deal of haggling. It has worked well in practice. As one of its results, many far-sighted companies have sharpened the line of demarcation between lead men and straw-bosses on the one hand and those who actually exercise supervisory authority on the other. This has served to place employees without any real authority in the ranks of the production workers with collective bargaining rights, and has strengthened the position of the foreman as a vital link in the management team.

In considering such a change of definition, one canny senator is reported to have reverted to a war-time figure of speech and said, "If you know of a better hole, go to it." It appears safe to predict that any legislation changing the definition will retain the principle of the sections of the existing law and recognize foremen as a part of management. This is not a prediction that legislation may not go further and scrap the entire sections of the law relating to supervisors, including the definition. It is probable that final action in the Senate will not be completed until several weeks after the House has acted. Then, of course, representatives of the two bodies must meet to reconcile the differences in the bills as passed by the respective houses of the Congress.

Even though the form of final legislation is uncertain, various leaders of labor organizations are preparing the way for fast action to attempt to organize foremen if compulsory recognition of such unions is obtained. It is

reliably reported that John L. Lewis has had two of his representatives registered in a loop hotel in Chicago for some days "making a survey of the situation" regarding foremen. What effect such an organizing effort would have on the existing independent foremen's union is problematical. It cannot be disputed that the financial and organizational resources of any one of the three great unions of production workers are vastly greater than that of the existing independent union. It may be taken for granted equally that competition among the giants in the labor union movement would cause a large scale battle.

Incidentally, the Foremen's Association of America, the foremen's union with headquarters in Detroit, is active on the legislative front. The latest count revealed that this organization had registered twenty-three congressional lobbyists. The NAF, as you know, does not engage in legislative or political activities, and has no Washington representative. The Foremen's League for Education and Association has employed a public relations firm in Washington, and this firm has registered with the clerk of the House of Representatives as a lobbyist.

Our Contributors

John S. Hobson, foreman of Chicago Rawhide and Manufacturing Company, was born in Elgin, Illinois, 1884. Attended grammar school in Chicago. Began work at age 14 and plans to retire this year after 51 years in the leather business. Made up for his lack of formal education by his determination to learn the leather business inside and out. Sam, as he is familiarly known at Chicago Rawhide, says one of the most important conclusions he reached as foreman was this: "Don't be afraid to let any man under you know as much as you do about the running of the shop"—a theory he has practiced successfully in his company career.

"It's swell, Sam, to have your ideas from your long and valuable experience."

Colonel Alexander R. Heron, vice president of Crown Zellerbach Corporation (industrial and public relations)—consulting professor in industrial relations Stanford University since 1939, Northern California chairman, Committee for Economic Development; executive vice president, Pacific Coast Association Pulp and Paper Manufacturers; director of operations, War Manpower Board, 1943; chief civilian personnel Army Service Forces 1942-43, having been called to active duty, Army of the U. S., August 1943 (colonel); was director Reconstruction and Reemployment in charge of post-war planning, State of California 1944-46.

Author of "Sharing Information with Employees," "Why Men Work," "Beyond Collective Bargaining."

(Continued Page 42)

'I AM RETIRING THIS YEAR'....

In a spotlight

speech before his associates throughout many years of management in the Leather Industry a foreman recounts interestingly his trials and experiences.

By John S. Hobson
Foreman, Chicago Rawhide
Manufacturing Company



Foreman Hobson: "Well, I took the foreman's job and it wasn't long before the sales manager was out in the shop bawling out one of my men."

I was there only two or three months when I was offered the job of foreman, but there were some difficulties in accepting so I didn't become foreman until about eight months later. I was put in charge of a 4-man shop. That was my start as a foreman.

I worked there about a year and a half when I got a letter from Mr. Maloney asking me to come back. It was wonderful country out there in Oregon. My wife said that was the best year and a half we had had up to that time. But we came back.

I didn't have any contract as a foreman. I came back to my old job of cutting, and after three or four months Mr. Maloney said he would like to make me a foreman. When I worked for Chicago Belting Company I got to know Mr. George Conger, the general superintendent, so I went over there to see him that night. I said to him: "Mr. Maloney wants to put me in charge." He said: "I'll give you a little advice. If you are put in charge of the shop tomorrow morning, don't think that you

are better than the men under you. Treat them like you would like to be treated yourself. Above all, don't let anybody, above or below you, get anything on you. If you make a mistake, don't hide it. Then when you get to be 65 you can still sleep." He said to me: "There's something else you don't realize." I asked him what he meant. I said: "I cut for you. I am a good cutter. I know I can handle it." He said: "Do you realize they have had five or six foremen in the past eight or 10 years. There is something wrong some place. I think it is on account of him running the plant and not you. If you go over there I want you to realize that if you only last one month it is better than to work a year and go out of there a has-been like some other fellows."

"What Respect Can My Men Have For Me."

Well, I took the foreman's job and it wasn't long before the sales manager was out in the shop bawling out one of my men. That was my first experience. I warned him a couple of times, but it happened again. Finally I took him by the seat of his pants and ran him over to the grease tank. I told him to stop interfering with my help or he was going into the tank. I didn't mean it, of course, but he broke loose and ran downstairs to see Mr. Maloney. Mr. Maloney called me down, with kind of a wink in his eye, and we got it all straightened out. About a month later, Mr. Maloney came into the shop while I was looking out the window. He said: "What's going on out there?" I said: "A parade," but it was only a street sweeper. Mr. Maloney said: "You are setting a bad example standing looking at a parade while they work." He looked out and didn't see any parade. I said to him: "I have about as much feeling for my job as that street sweeper has for his." He said: "What do you mean?" I said: "You come up here talking like that to me. What respect can my men have for me? If you haven't got that respect for me what respect are they going to have? I want to have control of them."

Mr. Maloney went downstairs. Later he called me down. He shook hands with me and said: "Sam, I didn't realize what was going on until we had that argument this morning. I wish we had had you here as foremen 10 years ago.

(Continued Page 41)

ABOUT noon yesterday, my good friend, Jim Barbour, asked me if I would speak tonight. I thought I might put one over. Now I think I might not.

I was born in 1884 in Elgin, Illinois. In 1898 I went to work for the Maloney Belting Company as errand boy. I lived in Lawndale then, and worked at Clinton and Harrison Streets. The street cars were pulled by horses in those days. I used to go to work by horse car and at Madison Street it was coupled to the rear end of a cable car. This took me to Clinton Street where I got off and walked over to Harrison. At the time I was making \$4 a week, so I saved a few pennies from my salary and bought a bicycle because I thought I could make better time. I did!

I worked along and didn't think of anything but working and having a good time. In 1905 I decided to get married. Then I started to think about myself. I hadn't gone to school much. I was a top cutter, making about \$21 a week, which was fair pay then. Right after that came the 1906 depression. That got me to thinking. I might be good, but what was my future? I commenced thinking I should look for a job at the Chicago Belting Company, because I knew that the Chicago Belting Company was the best in the city. I got a job there and worked about a year, maybe a year and a half, doing cutting. Then Mr. Maloney sent for me.

I went back to the Maloney Belting Company and worked about 6 or 8 months. At that time the depression was on. I lived in Blue Island, Illinois, paying about 50c a day for transportation. I worked three days a week, six hours a day at about 50c an hour. I commenced to figure a little. Things were different up to that time.

"My Wife Said That Was the Best Year and a Half We Had Had."

About that time a friend of mine in Portland, Oregon, wrote me a letter asking me if I knew of a good belt man who would come to Oregon. I thought of taking it myself, so I looked up the rating of the company and found out they were okay. I went to Oregon. It was a good opportunity, because there were a lot of saw mills out there and in those days the saw mill business was a big item in the belting industry. We made a lot of belts for the saw mills.

MANAGE May 1949

FOR 1949'S WAGE CONFERENCE TABLE...A

"Over the conference tables in ten thousand negotiating meetings this year there will be bitterness, distrust almost all this could have been avoided"

By Alexander R. Heron, Vice President, Crown Zellerbach Corporation

"I am asking you to go with me into a rather deep dive . . ." said Colonel Heron addressing the Portland Management Club's Fourth Annual Conference March 19 — and in our opinion he took the conferees down to "pay dirt."—Editor.

WHEN I first went to work the wage rate was 20c an hour—the day was ten hours long. This wasn't so long ago—in Chicago. I was fortunate because the first week the foreman took a liking to me. I was permitted to work 12 hours a day at straight time so that instead of \$2, I made \$2.40 a day, \$14.40 a week—a six day work week. Six weeks later I had my first experience in the responsibilities and troubles of management, because I was made an assistant foreman. I learned more of human nature in the following months than I had learned in all my life up to then—more than I have been able to forget in all the years that have passed since.

I have asked friends recently at what age certain antipathies and antagonisms show themselves. They tell me that up to "some" level in elementary school there appears to be no consciousness between them and children with dark skins. At any uncertain age they begin to be conscious of a difference. I have asked friends how early in life a kitten shows an overwhelming appetite for mice and they say that there is no such instinctive appetite on the part of the kitten.

"No One Knows Why These Things Happen."

While I was working ten to twelve hours a day at 20c an hour, I had many very good friends. The fact that some were getting 22c an hour didn't bother me. They were older and entitled to it. We got along splendidly. We ate our lunches together. We jostled each other on the way in, in the morning. We plotted together how to circumvent the watchful eye of an assistant superintendent, described in those days in language which is still in use in the best circles. And then, between one Saturday night and Monday morning, my external character, at least, appeared to change. When I came in on Monday and was stood up in front of a group of six and described as the new assistant foreman, the same thing happened that happens to a kitten when it becomes sufficiently old and wise to recognize the natural enemy

disguised in the skin of an innocent looking puppy.

No one knows why those things happen. It is perfectly feasible, as individual instances have proven, for a full grown cat and a full grown dog to be the best of friends; and yet instinctively cats and dogs are not friends. It is possible, as demonstrated in hundreds of cases, for management and wage earners to understand each other, to cooperate, to constitute a team; and yet it is not the general rule in American industry. There is a cleavage between them.

The employment structure is looked upon as a conflict between those who do not own the machinery, those who have not married the boss' daughter, those who must work for wages on the one side, and the whole group on the other side who are "trying to get all they can in the way of work and production and service out of these wage earners for the minimum of wages."

I am asking you to go with me into a rather deep dive into some of the things I think are fundamental in the organization of American business and industry—things we do not look at very willingly. It is hard work to look at them. It requires serious thinking. It requires a jolting of some of the comfortable convictions we have had.

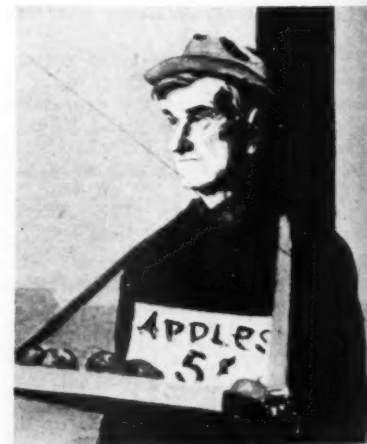
"The Actual Conflict Does Go On . . ."

There is a contest on between those who work for wages and those who work for salaries or who manage the enterprise at any level and in any size unit. The man who passes from the wage earning rank into the management rank appears to demonstrate his convictions that there is that contest. He throws himself into winning the contest for the management team against the wage earning team with so much enthusiasm that the average personnel department has one of its biggest jobs trying to orient and "civilize" the newly made foreman. We have done a great deal of preaching, demonstrating—charts and tables and pictures of the number of loaves that the American worker can buy with an hour's work. We have done all kinds of things to prove that the interest of wage earners and the interest of management and the interest of stockholders and consumers are all the same, that there is no conflict between us. Still, day after day in tens of thousands of employing establishments, the ac-

tual conflict does go on and no one quite knows why.

The first line manager, supervisor, foreman who is directly in contact with wage earners has a most difficult position as anyone in management. His job is much more difficult, in its way, than that of the president. The job is more difficult because he lives in an atmosphere where this sense of unity of interest is absent. The gulf has been bridged in all of our organizations at some point. It would seem that we should spend our working days and waking nights finding more points at which we can build bridges—where interests come so closely together that they can be identified.

Let us turn from the shop, the factory, the office, from the individual enterprise, to look at this big organization which operates the American economy. If you talk to the average wage earner about the workings of the American economy, notice the glassy-eyed response you get. He doesn't know what you're talking about. We have talked about free enterprise and the American way until we even hate to hear ourselves using those nice sounding terms. We have talked about them without too consistent a grasp of what we mean. I should like, however, to describe some of the operations of our economy.



"The result of the day's work of a logger must be sold in some distant market and in some vastly different form, but it must be sold or there is no job for that logger." (Photo by courtesy Joint Committee ANA-AAAA.)

TABLE...A CONCEPT WORTH SHOOTING FOR

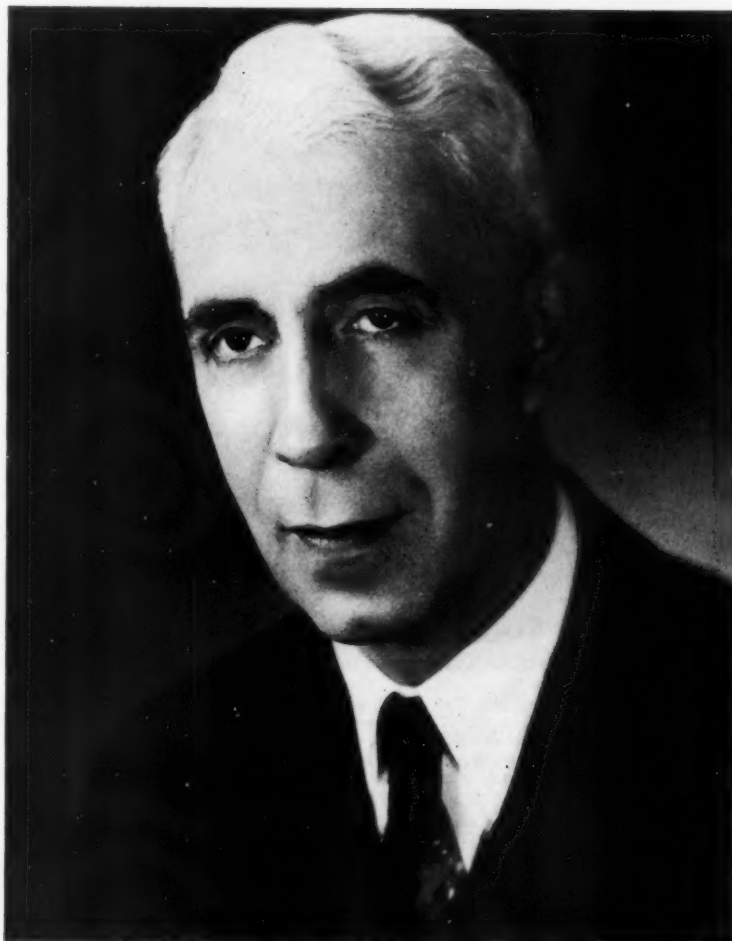
"There Are Management Employee-Relations . . ."

This is one of the few countries in the world, with the possible exception of Canada, where it is completely true that the management of the economy has been left to the management system. The management system, as I am speaking of it, is not only a way of doing things. It is also the people who are "management." I am trying to emphasize that description rather than the free enterprise system, the American way, the capitalistic system, the profit system, or the private property system. Actually there is no such thing as "employer and employee relations" in the lives of most of the wage earners in America today—because the employer never sees the worker, never greets the employee. In one of our largest corporations there are 400,000 employees; 700,000 owners. There may be some duplication in them but as groups the two have never met. But between the two there is a function and a team called management and there are "management employee-relations"—management labor relations. The curious thing is that the existence of those relations has completely obscured the fact that in the last 40 years employees are dealing with other employees in the bulk of their relations; that is the situation of management in most American enterprises.

Two Functions

Looking at it as a system and at the men who man the system, the management team in America, there are two functions that we have trusted, so far, to the management system. The first is a very obvious one. We depend on the management system to produce all we need in goods and services to maintain our standard of living, and to elevate that standard from year to year, from generation to generation. It does not answer the questions of today and tomorrow to prove that in a hundred years the system in America has resulted in our owning 60 per cent of the world's automobiles and 65 per cent of the telephones and 80 per cent of the world's radios. I don't know these percentages anymore. They are so impressive that they are hazy in one's mind. I know that we "have the world by the tail" as far as those comforts are concerned. It's just wonderful what are our system has done for us.

But that doesn't convey any meaning to the average worker who is dissatisfied with his pay check, with his hours of work, with the attitude of the management with which he comes in direct contact, the first line supervisor. But to this management system we so far have entrusted the job of producing all that the country needs. If the management system fails to discharge that responsibility it will be kicked out and some other system will be given



Crown Zellerbach's Colonel Heron: "He [the wage earner] could have seen management as the agent to sell 'his' services to a customer he has never seen and never can see, to a customer 'he' cannot sell — an agent to combine the results of his work with the results of the work of thousands of others, to put it in salable form." (Romaine Photo)

the job—will be trusted experimentally at least, with producing all we need of food and clothing and housing. We recognize a long list of things about which some people are saying to our management system: "You have failed to produce the needs of the people in this particular field and hence government is going to do it." Government has done it already in a number of places—is about to do it some more. But so far, mostly management has this obligation because it is entrusted with the job of producing all we need.

Any responsibility is something that you are expected to do and which you had better do or face unpleasant consequences. And so this first responsibility rests very directly in the American management system and the men and women who constitute the teams of this management system.

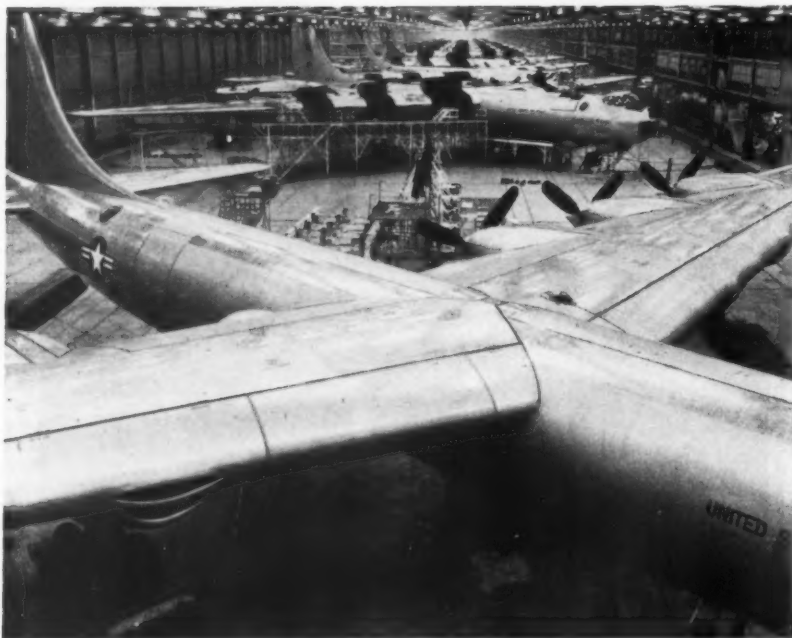
"We Have Been Unwilling to Talk About . . ."

The second responsibility that rests on the system is to organize the distribution of the purchasing power derived from this production so that the production itself can circulate—those who work in offices typing letters will have enough purchasing power to buy products of those who work in the shoe factories, clothing factories, cosmetic factories, and vice versa.

There are many organizations helping management in that job of distributing purchasing power, so it's being fairly well done. There was a time, 20 years ago, when it was not very well done. The management system almost paid the final consequences at that time for its failure to discharge this second

(Continued Page 39)

This... is America



Latest view of B-36 final assembly line, showing the four diagonal stations necessitated by 230-foot wingspans in 200-foot bay. Note vertical fin projecting into lower roof trusses. Removable leading edges are not permanently attached to wings until final gas-tight tests are completed. Dollies and jacking equipment used in moving M-36 out of assembly building are shown in center of picture.

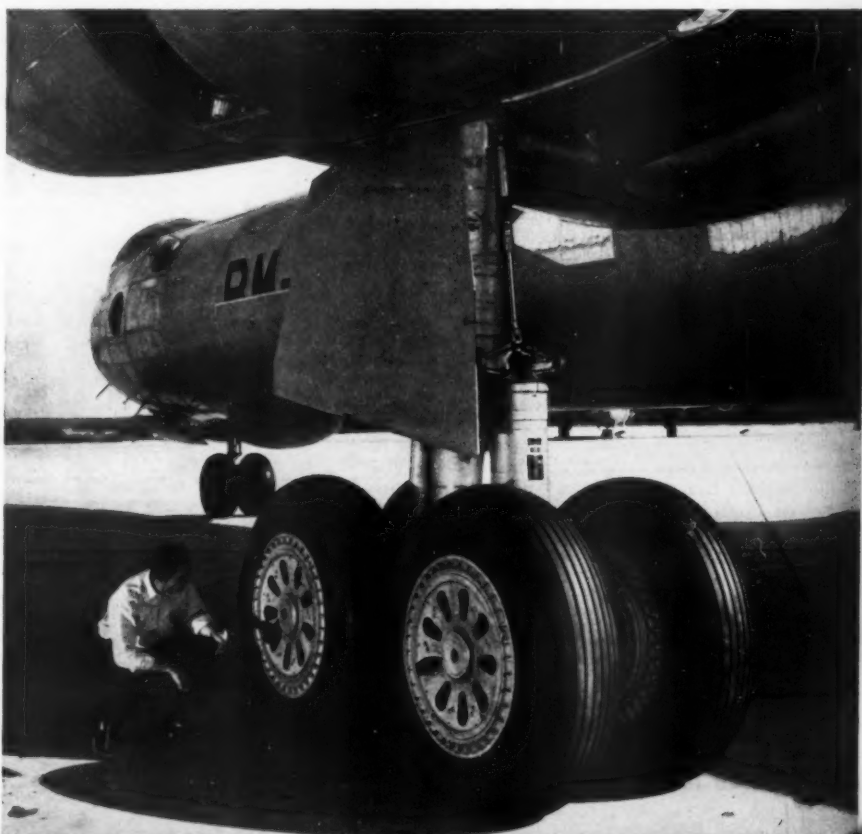
... drink deeply of it ... but drink! For there are those "who come to bury it—not to praise it." Their daggers are keen edged, so they can scarce be felt. ...

For they come with soft words, with bejeweled promises: to make America "better" they say ... with their welfare state where he who works not, shall eat nevertheless ... with their "sharp" Deals for the "common" man. The world is strewn with slaves, once men, who pawned their freedom for gilded promises—promises to better their lot by decree, unearned. ...

On guard ... and with all our might against the siren music of those who would persuade us of spoils to be had merely for the taking—or the voting. For behind the siren voice lurks the crouching commissars of global gangsterism ... held at bay by the might-of-right that is America. ... Think as you will ... but think: what black morass the world today if it could not be said "There stands America." ...

The war to enslave men's bodies—and women's—stands checked. ... But the battle for men's minds wages hot on the back of our sweating necks — Editor.

Close-up of four-wheel main landing gear developed for B-36 bomber. The multi-wheel gears distribute the 139-ton gross weight of the B-36 over a wide runway area, enabling it to operate from almost any field that can accommodate the smaller B-29 bombers. The oleo struts on the above airplane have just been deflated for test purposes.

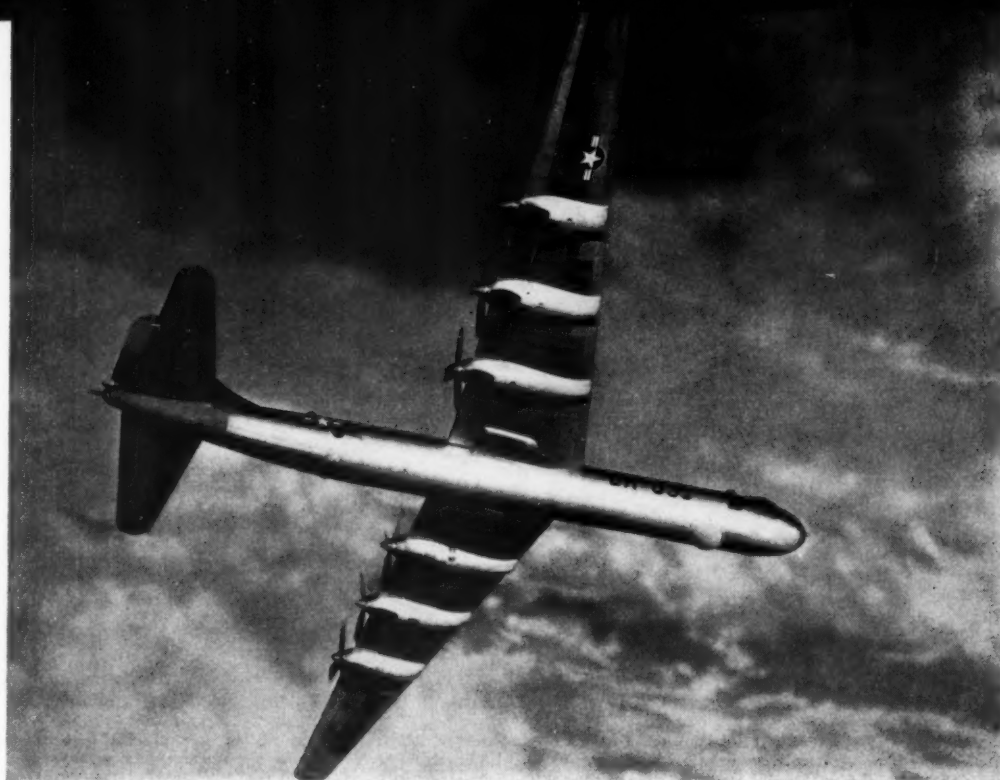


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The latest flight view of a Convair B-36B, equipped with six 3,500-hp engines

This... is Her Ship



Stretching 47 feet into the Texas sky—about the height of a four-story building—is the tail of a B-36.

... regard it carefully ... but regard it. For it symbolizes those who work to make America live—not to barter it for thirty pieces. ...

It symbolizes those who work with their hands, their brains—but who work. Those who labor for their rewards ... rich rewards that only the soiling of strong hands, only the tireless work of alert minds can lay at our feet. ...

No thing of beauty, this ship—not more comely than the gray steel from America's mills—or the brown oil from her refineries—or the black coal from her mines. But, like much that is America, this ship persuades us of its readiness to take on a job—and finish it. ...

Of this world's largest (and greatest) bomb ship:

"Russia has no adequate defense against the B-36 super bomber, the Joint Chiefs of Staff quoted the U. S. Air Force as reporting." —

Wall Street Journal, March 15, 1949.

The B-36 is a product of pioneering and teamwork—teamwork of management men, of thousands of working men laboring together in a vast American industrial organization—men who declined to recognize "that it couldn't be done" during the long years since that October afternoon 62 days before Pearl Harbor when first designs were completed. Product of Consolidated-Vultee Aircraft Corporation, yes—of its men and its tools, of their leadership and teamwork. But more significantly it is the product of America



Above photo-sketch of Wright brothers airplane and Convair B-36 bomber graphically illustrates astonishing growth aviation has made in 45 years. Wingspan of bomber—230 feet—is greater in length than entire flight made by Orville Wright when the Kitty Hawk first went aloft December 17, 1903. The Kitty Hawk flew 120 feet,

for 12 seconds, 10 feet off the ground. The B-36 can fly 10,000 miles nonstop, can remain airborne for 40 hours or more, and can attain altitude of 40,000 feet. Weight of the Wright plane was approximately 750 pounds, whereas B-36 design gross weight is 278,000 pounds.

itself — of its resourcefulness in industrial teamwork and industrial leadership which has made America great.

That's why we say "This . . . is America"; why we say "This . . . is her ship". It is this that is America which they who would change us — make us "better" by leading us down the by-paths of unending promises—it is this about America, as phrased by a wistful man from over the sea, King Leopold of Belgium: " . . . there's nothing it [America] cannot do" . . . it is this, our strength in work and our abiding spirit, that they would scuttle — for thirty pieces.

And now, as we read about this great ship, let's remember how like America, how like us it is. Freedom built it — freedom and teamwork.—Editor.

The Saga of the B-36 . . . by Convair . . . It was on October 6, 1941, that the Company then Consolidated Aircraft Corporation submitted to the agency—then the Army Air Forces Materiel Center—a proposal to "develop and construct two experimental long-range high-altitude bombardment airplanes."

This proposal resulted in the Company's receiving a contract to start developing the two experimental models.

"Time Has Proved How Right . . ."

This was just before Pearl Harbor, when General "Hap" Arnold and other top-ranking AAF officers began to realize America's need for an ultra-long-range bomber—one that could bomb potential enemies from bases in North America. From this realization

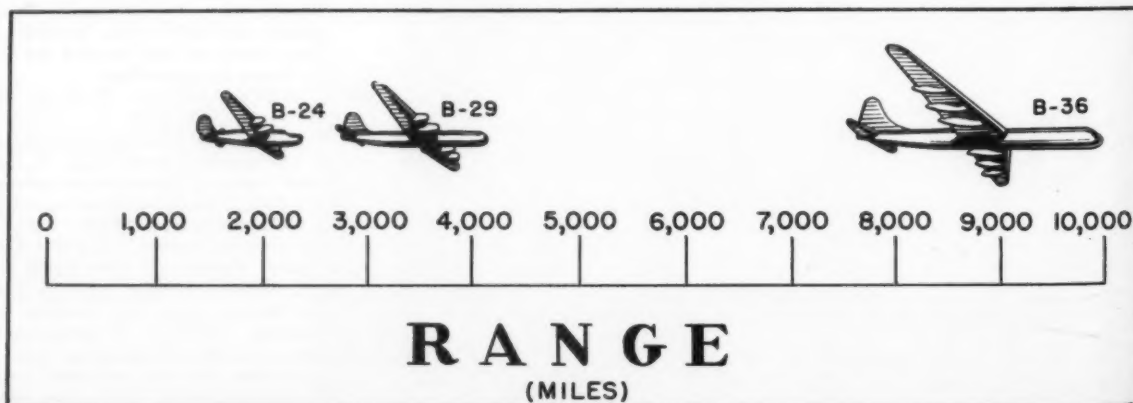
was born the B-36.

Specifically, the AAF was asking for a bomber that could (1) carry 10,000 pounds of bombs to a target 5,000 miles away and return nonstop, (2) haul 72,000 pounds of bombs at reduced range, (3) travel 300-400 miles an hour, and (4) take off and land on a 5,000-foot runway.

Several airplane manufacturers had taken one look at the 10,000-mile-range requirement—then resumed work on projects they considered to be in the realm of possibility. Designers at Consolidated, however, had put their heads together, had come up with a six-engine pusher-type design which they claimed would meet all requirements laid down by AAF.

Time has proved how right these designers were.

Before perfecting the design, Con-



solidated Vultee aerodynamicists conducted tests in wind tunnels from coast to coast. After wind-tunnel testing was well underway, company engineers in San Diego built a full-scale wooden mockup to check design accuracy, eliminate flaws.

This indispensable forerunner of production—and the entire B-36 project—was shipped to the Company's Fort Worth Division in '42. It was natural that the world's largest bomber be built in the world's largest integrated aircraft plant—though at that time and for months to come the primary emphasis at Fort Worth was to be on production of critically needed B-24 Liberator bombers.

But in the secrecy-shrouded experimental building there, a relatively small group of men began working on the first experimental model of the B-36. By the end of '44, when the last of more than 3,000 B-24-type airplanes had rolled off Fort Worth assembly lines, the experimental model of the B-36 was vaguely beginning to resemble an airplane.

In 1944 emphasis at the plant shifted to B-32 bombers, but workers in the experimental building kept putting together the pieces of their model. By the end of the war in '45, the XB-36 was near completion—came ground and taxi tests.

On August 8, 1946, experimental XB-36 made its first test flight, a 38-minute hop over Texas' countryside. By this time the AAF order for two bombers had been greatly expanded—assembly work on other B-36s was well under way.

First production-model B-36 was flown the following year, on August 28, 1947. It differed from the experimental models: was equipped with bubble-type pilots' enclosure for increased visibility and four-wheel main landing gears that distributed its 139-ton gross weight over greater runway area, enabled it to operate from any airfield that could accommodate B-29 bombers.

The sheer size of the B-36 and the multiplicity of its parts presented certain other design and production problems to Convair engineers.

Size Called For Industrial Gymnastics

These engineers effected a weight saving of more than a ton by developing, in conjunction with the Air Materiel Command, a 400-cycle, 208-volt, three-phase, alternating-current electrical system to replace the standard 24-volt direct-current. They installed flying-tab-type control surfaces so that the pilot can operate them without any power boost; included an 85-foot-long pressurized communications tunnel—crewmembers can travel between pressurized fore and aft cabins in flight.

Convair engineers also developed a new method of "mating" wing to fuselage, using two mating stations. The entire plane is cradled in carriages—can be moved from the first to second station on carefully aligned tracks.

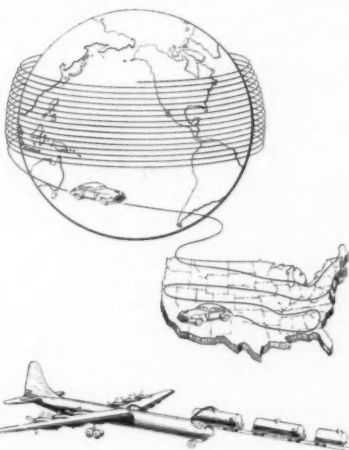
And when the B-36s near the end of

the assembly line where outer wing panels are installed, their 230-foot wingspan will not fit into the 200-foot-wide bay of the assembly building. Problem was solved by industrial gymnastics—setting the bombers at an angle to provide sufficient area in the bay for the wingspan—moving the planes down the remainder of the final assembly line on casters on dollies.

After coming off the assembly, the planes are inspected, test flown by company and Air Force test pilots, delivered to the Air Force.

Heavier Bomb Load—Higher Altitude—Greater Range

After delivery, most of the bombers have been taxied across the runways to Carswell Air Force Base, where they are flown by the Eighth Air Force's Seventh Bomb Wing. It has been officially disclosed that Seventh Wing now has two 18-plane groups fully equipped with B-36s.



The huge bomber's tanks hold enough gasoline to drive an automobile 16 times around the globe.

Most of the "bugs" that accompany all new airplanes into operational service have now been eliminated. Almost without exception, pilots who have been "checked out" in the B-36 praise its flying characteristics.

They know that in the B-36 the Air Force has a bomber that can carry a heavier load of bombs for a greater distance at a higher altitude than any other aircraft in the world.

Convair and Air Force test pilots have already set some fairly enviable records with the six-engine planes, and more are sure to follow. One B-36 flew a test mission of approximately 6,000 miles at an average speed of more than 300 miles an hour—believed to be the first airplane ever to fly nonstop at this speed for this distance.

On another test mission a B-36 flew nonstop from Fort Worth to Hawaii and back, over 8,000 miles, carrying a dummy bomb load of 10,000 pounds.

Recently a B-36 dropped an 84,000-pound bomb load on a bombing range at Muroc Air Force Base in California

—the heaviest load of bombs ever carried in one airplane.

These performances—and others not disclosed—make it fairly obvious why the Air Force has announced its intention of buying more of these "long-range high-altitude bombardment airplanes" that were just a gleam in General "Hap" Arnold's eye in the days before Pearl Harbor.

Other Facts And Figures For Your Mental Note Book

The 139-ton B-36 can carry 10,000 pounds of bombs 10,000 miles, or a maximum bomb load of 84,000 pounds for a shorter range.

The United States Air Force has ordered 95 of these far-ranging bombers; recently received its 36th B-36.

The B-36A is powered by six pusher-type engines — 28-cylinder Pratt and Whitney Wasp Majors—each developing 3,000 horsepower. The B-36B has six 3,500-horsepower engines. They drive 19-foot-diameter, reversible-pitch Curtiss propellers, which act as braking force during landing run.

These three-bladed, hollow-steel props have a built-in thermal anti-icing system for high-altitude flights. Leading edges of the bomber's wing and tail are double-skinned to permit the flow of heated air for anti-icing. Heated air also defrosts the pilots' and bombardier's enclosures and the several sighting blisters.

Wingspan: 230 feet, length 163 feet, and height nearly 47 feet. Service ceiling is 40,000 feet; maximum speed "over 300 mph."

Central portion of the 230-foot wing, mounted slightly forward of midpoint of the fuselage, is seven and a half feet thick—high enough for a catwalk so crewmembers can climb into the wing for access to the nacelles during flight. The six wing tanks hold 21,116 gallons of gasoline; 1,200 gallons of oil.

All B-36 bombers have four-wheel main landing gears and a steerable dual-wheel nose gear. These eight 56-inch main wheels distribute the B-36's weight over a comparatively large area—enable bomber to utilize a considerable number of airfields.

Unlike the experimental XB-36, production-model bombers are coming off assembly lines with bubble-type canopies—for increased visibility, extra cockpit comfort, improved flight deck arrangement.

Crew: fifteen men, including four relief members. They use a four-wheel scooter, on rails running through 85-foot-long pressurized tunnel, to travel between the pressurized forward and aft crew compartments—lie down on scooter, pull themselves along by overhead cable.

In spite of its size, the B-36 is controlled through physical efforts of the pilot. Mammoth control surfaces—

(Continued Page 42)

MANAGEMENT'S STAKE IN UNCLE SAM'S BOND DRIVE

SINCE November 1947 more than 2000 large firms have installed the payroll Savings Plan for purchase of U. S. Savings Bonds by employees. Number of savers has risen from a post-war low of 4,500,000 to past 7,500,000 today—a gain of three million or 67 per cent. Sales through Payroll Savings have gone from \$85 million to more than \$150 million a month.

Some gains are due to re-installations of Payroll Savings Plans dropped after the war—some are due to new or renewed offering of the plan—some to active promotion by employers who had kept Payroll Savings but made no effort to promote it since the war.

How Your Company Benefits

Obviously, management has been convinced that Payroll Savings is worth promoting in peacetime. What are the reasons? Plainly the worker benefits when he saves money. But why should management assume the responsibility and expense of helping him to save? What does the company get out of it? Answers to these questions are of interest to foremen, personnel managers, and top executives.

The company benefits from (1) improved morale of employees; (2) lower turnover rate in personnel, (3) reduced absenteeism; and (4) fewer accidents. All mean lower costs through greater efficiency and more and better production.

Foremen and executives dealing with personnel know that a feeling of insecurity will adversely affect morale and productivity. Never in our history has there been such a wide-spread sense of insecurity among workers during general prosperity. The international situation, the atom bomb, a wider realization of our economic problems, and increasing complexity of modern life have combined to unsettle the urban worker, particularly. The press and radio daily assail him with alarming stories, conjectures, prophecies.

His chief concern is usually his economic future and his family's. Layoff, loss of job, accident, illness—old age—and where would he be? During boom times, he is buoyed up by the prevalent optimism. Let the boom show signs of deflating, and the suppressed worries come out of hiding. If he has not been saving all along, he wants to save now.

The feeling of economic insecurity among workers is more costly to industry than the common cold and all other sickness. It manifests itself in restlessness, dissatisfaction, indifference, carelessness in work—illogical as this is when worried about holding his job. All

"Cost? Payroll Savings really doesn't cost the Company money. It saves money - and on a cold cash basis."

this increases the employer's operating costs: lowered production, accidents, personnel turnover.

War and post-war periods have shown a sharp increase in personnel turnover. Bureau of Labor Statistics figures showed a monthly quit-rate in manufacturing industries of .9 per cent in October 1939; in October, 1947 (latest year with figures available) it was 3.6 per cent, or four times as high. All-time peak was reached in September 1945, following the war's end. The quit rate is no doubt lower today than in 1947, but it is still greying the hair of foremen and personnel managers. Cost of hiring and training new employees varies widely with job and locality, but the average has been estimated at \$100.

There are no statistics on the number and cost to worker and employer of industrial accidents and injuries caused by workers having their minds on their troubles and worries, stemming from financial insecurity. Few workers whose inattentiveness causes injury to themselves or others will volunteer the real cause. But every foreman knows that the worried or unhappy worker can be a menace.

The Payroll Savings Plan is not a panacea for all labor and personnel problems. But regular saving, the feeling of "getting somewhere", are good medicine for these ills. Automatic thrift provides the worker with a reserve against financial emergencies. He sees himself gradually progressing toward worth-while goals, be it a home of his own, college education for children, a good investment, a little place or farm within commuting distance, and extra income to supplement social security or pension when working days are over.

These are the roots that tie people to their communities, their jobs—make for contentment instead of insecurity and unrest. And we are not fooling our employees when we help them to save; they want these boons, material and spiritual.

Case Studies in Company Experience

In an outstanding article in the December issue of **TEXAS INDUSTRY** ("Your Stake in Payroll Savings") J. W. Evans, president of Evans & Co., and leading industrialist of Houston says:

"No method is more effective than

the Payroll Savings Plan for educating workers to the means of acquiring more of the good things of life; no plan offers them as much help in doing so. Saving is never easy By being completely automatic, Payroll Savings fills a major requirement. Once the worker has signed up, his saving goes on and on."

Mr. Evans cites surveys by several companies to determine what effect Payroll Savings participation has on employees—what benefits for management.

In a study of absenteeism, Butler Brothers found that employees not on the Plan had 19.5 days of absence as compared with 5.5 days for payroll savers during the test period. Munsingwear, Inc. found 25 employees not on Payroll Savings were absent 98 days in seven months of 1948 against 53.5 days for a comparable group of 25 payroll savers. Quit rate of 50 Munsingwear employees saving on the plan was nil; that of 50 non-savers was 8 per cent.

Striking evidence of the parallel between increased Payroll Savings participation and decreased accident rates is reported by eleven U. S. Navy Yards, each employing thousands of civilians. Accident statistics are carefully kept and safety rankings announced regularly. During 1947 an intensive campaign to increase Payroll Savings participation was conducted in each yard—competitive spirit spurred by awarding a flag to top ranking yards. As savers increased, accident rates decreased in every yard. At Norfolk Yard, participation climbed past 90 per cent. In the same period accident frequency declined 50 per cent and the accident severity average declined to about one-sixth. Payroll savers are safer workers.

General Electric Company, operating Payroll Savings since early in the war, recently announced a bonus in common stock equal to 15 per cent of the value of Savings Bonds held for five years by employees—GE agreed to contribute up to \$4,500,000 a year.

Pennsylvania Railroad in 1948 conducted a vigorous promotion of Payroll Savings, with the hearty endorsement of top management and personal solicitation of employees by fellow workers, but without undue pressure. At the end of the campaign the PRR proudly announced that 82,553, or 57 per cent of its workers were on the plan.

Prepared Especially for MANAGE

By

Raphael H. O'Malley

National Director of Payroll Savings
United States Treasury Department

Mr. Evans, citing these examples, said this about the importance of Savings Bond sales in the proper management of the national debt:

"We won the war, but we haven't paid for it yet. Remaining as the price of victory is a public debt of \$252 billion. The money the Treasury Department derives from the sale of Savings Bonds and its other securities is used to refinance the debt pending the day it can be retired.

"The size of the debt also is a tremendous force on our national economy. Proper management of the debt requires that it be distributed as widely as possible among the people, rather than for it to be concentrated in the hands of the banks. The people's savings, as represented by their holdings of Savings Bonds, give them a reserve of spending power that can delay or possibly prevent another depression.

"Business and industry have more than a casual stake in the maintenance of a strong national economy. . . ."

"State Aid Cannot Replace Individual Thrift . . ."

Commenting on the value of thrift in preserving our American enterprise system, Allan Sproul, president of the Federal Reserve Bank of New York, wrote on February 8:

" . . . Certainly, it seems to me, employers who reject or abandon payroll savings plans . . . are missing an opportunity to strike a real blow for our free enterprise system. At the very core of that system, as opposed to communism or fascism, is the dignity of the individual and his rights and privileges as against the state. To earn one's own living while able and to help provide for one's self and one's family when

age or disability reduce or destroy productive capacity, is essential to man's dignity. State aid cannot replace individual thrift in this role."

The Savings Bonds Program which Americans have made part of the pattern of the good American life, is good for business and industry, which have a tremendous stake in any program that promotes economic stability and helps eliminate extremes of inflation and deflation. Individual holdings of Savings Bonds exceed \$84 billion, cash value today; \$33 billion of it is in E Bonds. This program has encouraged Americans to save until today individuals have \$203 billion in liquid savings, four times that they had in ready cash savings in 1940. Savings Bond holdings of individuals alone exceed the total of individual income in the nation during several years of the depression 1930's. What this backlog can mean in keeping the wheels of business and industry turning and people working and earning when a recession threatens need not be spelled out for any reader of this magazine.

What Can You as a Foreman Do?

Now what can YOU as a foreman or policy-making executive do to help this long-range program, once the Payroll Savings Plan is offered, personally endorsed and recommended to employees by the president or chairman of the board of your company—that is more than by letter to each employee, by editorials and promotion in bulletins or house organs, by talks to assemblies of employees; or where local union officials have recommended Payroll Savings by letter or at union meetings, as their national officers emphatically do; where posters and leaflets already have been employed to sell the benefits of Payroll Savings?

Experience shows a person-to-person canvass, conducted without pressure, among employees right where they work—one employee talking to a fellow employee—results in 40 to 60 per cent signing up. Foreman can be most helpful in arranging or conducting such person-to-person canvass at the working level where all sales finally are made. Employees need to be encouraged—generally, are more than willing to accept the counsel of their foreman.

Another important thing: Foremen can cooperate with the personnel manager to make Payroll Savings part of the indoctrination of new workers. Unless each new "hire" is asked to sign up, labor turnover will automatically bring a steady decline in participation. If you do ask each newcomer to sign up, the company will not have to put on a special campaign very often to keep Payroll Savings participation high. Average cost to companies is a dollar a year per person participating in the automatic plan.

Cost? Payroll Savings really doesn't cost the company money. It saves money, on a cold cash basis. How much does it cost your company to hire and train a new worker to replace one who quits for no good reason—just dis-

(Continued Page 41)

U. S. SAVINGS BONDS

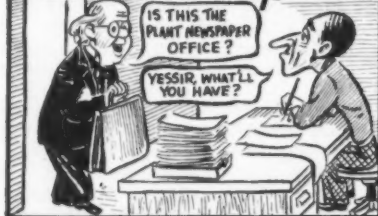


MODERN "GOLD RUSH - '49"

Uncle Sam's "Opportunity Savings Bond Drive" opens May 16. Mr. O'Malley tells why management should back it.

MANAGE May 1949

"WE'LL NEVER ADMIT IT!" OR "Want a FREE Operation?"



IS THIS THE PLANT NEWSPAPER OFFICE?

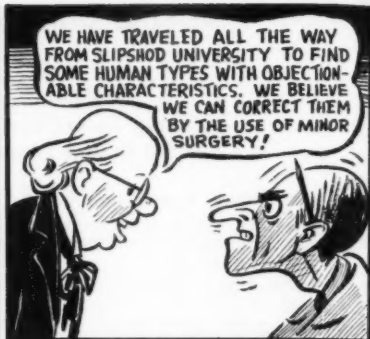
YESSIR, WHAT'LL YOU HAVE?



I AM PROF. A. MALSACK CUPP, D.P. AND M.F.E. THESE ARE MY ASSISTANTS, DOCTORS GILLIGAN AND OTOOL.

WHAT DO YOU DO, D.P. AND M.F.E. MEAN, DOC?

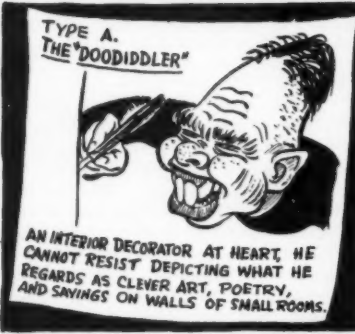
DOCTOR OF TOLKSOLOGY, DOCTOR OF PERSONALITY, AND MASTER OF FIDDLE FADDLE.



WE HAVE TRAVELED ALL THE WAY FROM SLIPSHOD UNIVERSITY TO FIND SOME HUMAN TYPES WITH OBJECTIONABLE CHARACTERISTICS. WE BELIEVE WE CAN CORRECT THEM BY THE USE OF MINOR SURGERY!

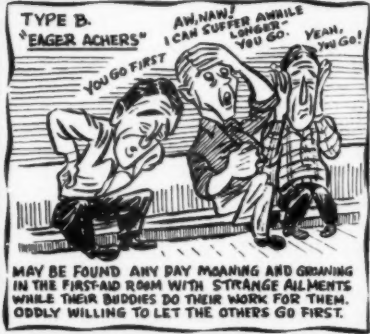


HERE ARE A FEW TYPES WE HAVE DISCOVERED IN OTHER PLANTS. MOST OF THEM COULD CURE THEMSELVES IF THEY WOULD, WITHOUT THE USE OF SURGERY, BUT....



TYPE A. THE "DOODIDDLER"

AN INTERIOR DECORATOR AT HEART, HE CANNOT RESIST DEPICTING WHAT HE REGARDS AS CLEVER ART, POETRY, AND SAYINGS ON WALLS OF SMALL ROOMS.



TYPE B. "EAGER ACHERS"

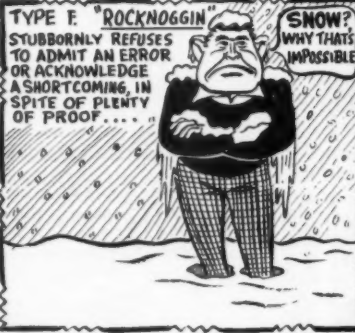
AW, NAW! I CAN SUFFER AWHILE LONGER. YOU GO, YOU GO!

MAY BE FOUND ANY DAY MOANING AND GRANING IN THE FIRST-AID ROOM WITH STRANGE AILMENTS WHILE THEIR BUDDIES DO THEIR WORK FOR THEM. ODDLY WILLING TO LET THE OTHERS GO FIRST.



STOP! THIS IS JUST PLAIN SILLY. WE HAVE NO PEOPLE LIKE THESE IMBECILES! NONE OF OURS WRITE ON WALLS, COME IN LATE OR RUN TO LUNCH! YOU'LL HAVE TO TRY SOME OTHER FIRM, DOC. NOT THIS ONE!

THAT SO? HOW ABOUT TYPE 'F'?



TYPE F. "ROCKNOGGIN"

STUBBORNLY REFUSES TO ADMIT AN ERROR OR ACKNOWLEDGE A SHORTCOMING, IN SPITE OF PLENTY OF PROOF....

SNOW? WHY THAT'S IMPOSSIBLE!



IS THAT SUPPOSED TO BE MY TYPE? DO YOU MEAN TO SAY YOU CONSIDER ME NARROW-MINDED? HOW IDIOTIC!

YES, WE DO!

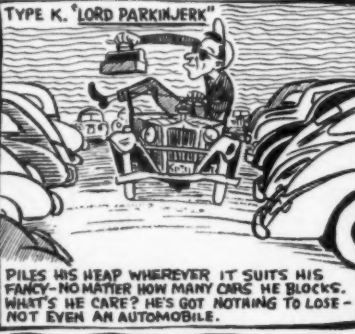
WELL, LET'S SEE SOME MORE. I'M ALWAYS WILLING TO BE CONVINCED....



TYPE J. THE "SLUGTHUG"

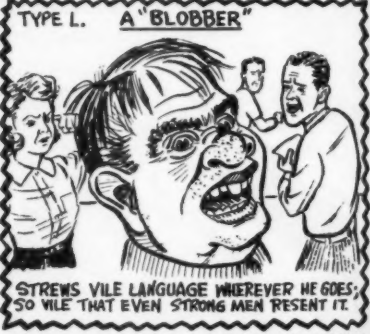
A FEW OF THESE LOW CHARACTERS CAN MAKE LIFE MISERABLE FOR THE WHOLE PLANT. HE STEALS TOOLS FROM FELLOW EMPLOYEES, AND HE IS THE....

PENNY-ANTE CHISELER WHO SLIPS SLUGS INTO THE PLANT VENDING MACHINES, A CUT FROM WHICH GOES INTO THE WELFARE AND RECREATION FUND.



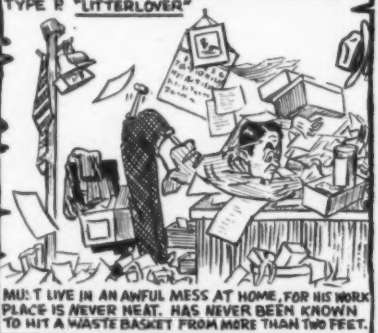
TYPE K. "LORD PARKINJERK"

PILES HIS HEAP WHEREVER IT SUITS HIS FANCY—NO MATTER HOW MANY CARS HE BLOCKS. WHAT'S HE CARE? HE'S GOT NOTHING TO LOSE—NOT EVEN AN AUTOMOBILE.



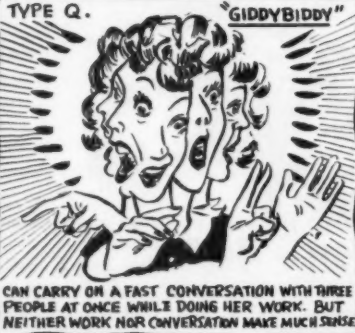
TYPE L. A "BLOBBER"

STREWS VILE LANGUAGE WHEREVER HE GOES, SO VILE THAT EVEN STRONG MEN RESENT IT.



TYPE R. "LITTERLOVER"

MU: I LIVE IN AN AWFUL MESS AT HOME, FOR HIS WORK PLACE IS NEVER NEAT. HAS NEVER BEEN KNOWN TO HIT A WASTE BASKET FROM MORE THAN TWO FEET.



TYPE Q.

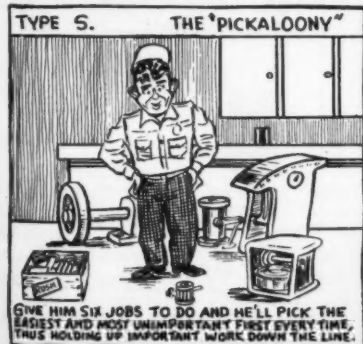
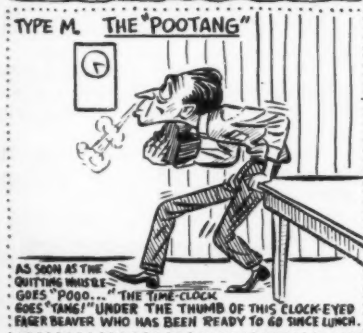
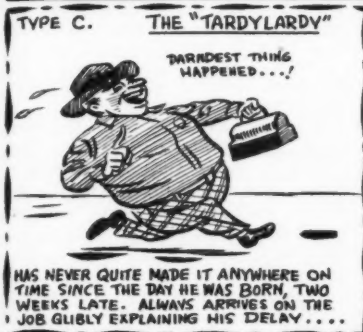
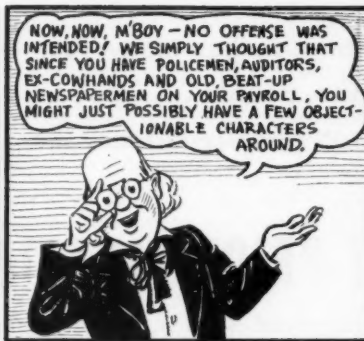
"GIDDYBIDDY"

CAN CARRY ON A FAST CONVERSATION WITH THREE PEOPLE AT ONCE WHILE DOING HER WORK. BUT NEITHER WORK NOR CONVERSATION MAKE MUCH SENSE.



TYPE R. THE "GONNADOOT"

CHEERFULLY PROMISES TO GET IT DONE RIGHT AWAY, DISAPPEARS, AND WHEN FINALLY UNCOVERED, JABBERS EXCUSES FOR NOT DOING IT.



© BY CONSOLIDATED VULTEE AIRCRAFT CORP. 1949
SELF-PORTRAIT BY ELDON FRYE. ANY FACIAL RESEMBLANCE TO ANY OTHER PERSON, LIVING OR DEAD, IS ABSOLUTELY COINCIDENTAL - MONIEY TO JONES!

"The present program of taxation . . . has many ramifications that are hidden from the people . . . appears to put the bee on business but it directly affects the whole nation's economy."

WHAT PRICE TAXATION?

By Joe McMillan, Assistant Manager, Hollywood Service Department, Robertshaw-Fulton Controls Company

EXCESSIVE taxation is un-American. The Boston Tea Party and the American Revolution, were brought on by excessive taxes paid to England. "Taxation without representation" was the battle cry.

When a man contributes to the upkeep of a church, a fraternal organization or a nation, he rightfully expects that his contribution entitles him to a voice in the proceedings to a just consideration of his interests.

The Russian philosophy and the Nazi theory stressed class distinction; but their's is a static economy, devoid of initiative and progress for individual or nation. In the American democracy, we deplore the caste system, whether directed against high or low. All of us achieve success according to the degree of effort expended and all of us are dependent on the other.

The strides that labor has made in the last two decades are a tribute to our American enterprise system. Under it both business and labor have prospered and grown.

At present, one wonders whether our country is headed for Socialism, heaven forbid—as witness England today. Socialism is government control and government control destroys initiative—pulls down the living standard of a country and all its people.



Joe McMillan: "Excessive government spending cannot go on forever . . ."

Every fair-minded person is glad to see labor reap the rewards of its efforts, but every fair minded person also abhors the cold shoulder that is being given American business, the backbone of our prosperity. In Washington today, business is in the same spot as the American Colonists—may rightfully cry out "taxation without representation." If labor is truly wise in its own self interest, it will join with management to demand a healthier consideration of the business interest. All of us, business men and workers alike, are willing to contribute our just share of government support. There are some things very necessary today: military defense budgets, reasonable government expenses—but none of us enjoy paying taxes to support unnecessary bureaucratic agencies. A tremendous number of these could be disposed of without impairing government efficiency. If they were, taxes would be less, much less.

Excessive government spending cannot go on forever without exacting higher and higher taxes and bankrupting both business and government. Common sense tells us that if we live above our means, if we exhaust our own reserves, we lose everything we've worked to build. The government is in the same boat, spending money beyond its means and when the money is gone—CRASH.

When profits are destroyed, business fails—when business fails unemployment results. Unemployment decreases purchasing power, makes more unemployment. Finally the end is bankruptcy and depression. This is a vicious circle.

The State of California has announced a one billion dollar fiscal budget.

The federal government wants four and one-half billion dollars in addition to the already heavy burden—when business pays these taxes, where will our motivating profit be? If we have no profit, there will be no business. Where then, will our jobs be? They won't!

When business makes a profit, it can pay high wages—a cycle of prosperity ensues. The present program of taxation is an insidious thing. It has many ramifications that are hidden from the people. It appears to put the bee on

business, but it directly affects the whole nation's economy.

It is the easiest thing in the world to spend money—especially other people's—it is a more difficult thing to save. If America is to continue as the world's leader in living standards, our government must balance the budget, cut excessive spending, do away with unnecessary bureaucracies and cut taxes.

This America of ours is governed by all the people—and it is the job of all the people to let our representatives know we expect them to stabilize our accounts. Let's tell them so.

Let's pay the bills that are due before we take on more obligations.

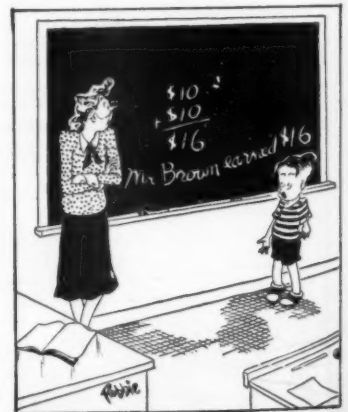
Let's make government everybody's business.

One of the greatest marksmen of the FBI was passing through a small town, and everywhere he saw evidences of the most amazing shooting. On trees, on walls, and on fences there were numberless bullseyes with the bullet hole in the absolute center. He asked to meet the person responsible for this great marksmanship.

The man turned out to be the village idiot.

"This is the most wonderful marksmanship I have ever seen," said the FBI man. "How in the world do you do it?"

"Easy as pie," said the village idiot. "I shoot first and draw the circles afterward."—McCall Spirit.



"I know its twenty. But I deducted the tax." Bright boy!

Editor:

After reading the fine article in the March issue of *Manage* on "Foremen and the Taft-Hartley Law," I can see no reason why a foreman or supervisor should wish to change the law in any way, and, under no consideration, change the supervisory provisions of the act. We as foremen and supervisors are the contact or middle men between top management and labor, and as such, we can do a much better job if we are considered as a part of management. In this way we are working much closer with both sides and should not fail our responsibility of creating good will between labor and management making labor understand that no one is trying to take unfair advantage of them.

We are living in a day of false security, everyone wanting something for nothing, wanting permanent employment protected by their union dues and not by quantity or quality of their work.

We live in the greatest country of the entire world, so let's not go backward but go forward. The Taft-Hartley Act seems to be the ground work for industrial peace.

(Signed) E. S.,
Foreman

Editor:

Personally I think the Taft-Hartley Law a benefit to management, foremen, labor and the nation at large.

(Signed) W. L.,
Shift Foreman.

Editor:

The members of our club are very pleased with *MANAGE* Magazine, but a bit reluctant to write articles.

Your T-H editorial and Mr. Hodapp's letter was well received. A large number of the men have written to our Congressmen.

With wishes of continued success to *MANAGE*.

(Signed) K. P.

Editor:

I have read the editorial "Foremen and Taft-Hartley Act" in the March issue and readily agree with its contents. In my wildest imagination I cannot see how a foreman, who is a member of management, could possibly benefit by being a member of a union. Further, I am sure neither his company nor the men under his direction would advance in a satisfactory manner if the foreman belonged to a union group.

(Signed) J. L.

Editor:

Regarding the supervisory provision of the Taft-Hartley Law, I certainly hope that it remains as is, in other words, no changes. I am fully convinced that supervision must be closely related to management because I feel that it is a part of it and is instrumental in creating initiative; therefore, I cannot

conceive of a bargaining unit of supervision working with management as I am quite sure it is working with it now.

Considering the satisfactory manner in which management and labor have been able to operate since the enactment of the Taft-Hartley labor law. We must appreciate the fact that the country as a whole would be better off with same in its entirety.

(Signed) C. B.

"We, the readers"



Editor:

I fully agree with your editorial "Foremen and Taft-Hartley Act" that appeared in the March issue.

Further, I am of firm belief that the provisions contained in this act will afford foremen and executive management a far better opportunity of cooperation with better understanding and relationship of industry than by having any interference from any outside organization.

(Signed) H. H.

Editor:

As a foreman I am very much interested in the Taft-Hartley Labor Law. I feel that management and labor have made quite a bit of progress during the time this law has been in effect.

I am particularly interested in the provisions in the law pertaining to foremen. I feel that any affiliation of foremen with unions would be harmful both to management and labor.

(Signed) J. A.
Foreman

Editor:

I am confident all thinking men of management will heartily agree with your editorial, *Foremen and the Taft-Hartley Law*, in the March issue of *MANAGE*.

My inclination would be to point out some additional and to me alarming general trends of thought in our country, such as the conviction of a great many of our employees, and some foremen, that security can be legislated, that certain organizations can operate without responsibility for their acts, that seniority is all that is necessary to hold a position, and the general attitude that the employer is trying to take advantage of the employee.

Surely there is no better way of cor-

recting these misguided convictions than by education and the examples set by management. The foreman being the contact man between executive management and their employees is certainly cast in the roll of teacher. If he is to rightly perform his task, he certainly must be a part of management and be strongly opposed to the growing national trend toward the omnipotent State, often called communism or the insurance State. Any legislation that will tend to delay the unionization of supervisory people, until such time as they may realize their leadership responsibility, cannot be wrong.

(Signed) H. W.

Editor:

As chief draftsman, neither I nor the men under my supervision would be directly affected by possible changes in the present law since we are salaried employees. I am, however, a member of our management group and in constant contact with my fellow foremen in the factory as well as in our local Foremen's Club. As such, I am vitally interested in every phase of management.

I am convinced that only as a management member, can a foreman expend the maximum of his abilities for the benefit of his fellow workers and employer. If forced into a union, my effectiveness as a supervisor would be greatly handicapped, if not crippled, since, as a union member I could be forced to accept a stand opposed to my own conceptions regarding the best interests of all concerned. Under the present status, differences of opinion can easily be adjusted.

(Signed) W. J.

Editor:

I believe that all men in the management group should present their views wherever and whenever the opportunity and time afford.

To simply and clearly state my case, I believe, as a foreman, that the Taft-Hartley Act has done much to help the cause of better relations between management and labor as a whole. Consider the improved relations of the two teams since the passing of this act and no one can deny that the relations between the two have a better understanding than before the passing of the act.

In view of this and the fact that foremen are a large, dynamic and basic part of the management team, and as such should never be put under the control of an organized labor group, I am heartily against repeal of any section of the present Taft-Hartley Act.

(Signed) H. S.
Foreman

Men are qualified for civil liberty in exact proportion to their disposition to listen to the counsels of the wise and good, in preference to the flattery of knaves.

Fact and Opinion

By The Editor

An appeal for statesmanship. . .

Perhaps more than anytime in recent years, labor leadership is on a spot today—for widespread strikes now could easily sweep our business economy into a tailspin. It is, indeed, a period when labor leadership must demonstrate whether it is for all of America, or just some of America (and on a short-range basis)—whether some labor leadership is mature enough to act its age.

This is no ill-considered statement on our part. We were reminded of it recently as we looked over the official CIO "Economic Outlook" (March, 1949) a few days ago, with its rather disparaging cartoon on page one. Management, or the employer, was represented as a fat, autocratic individual in a high silk hat—cigar, thumb clamping his coat lapel, legs crossed—leaning back in a well-padded swivel chair and superimposed over a plant layout, saying: "We're holding our capacity right where it has been." A none-too-considerately-depicted workman in an equally autocratic attitude (arm stretched forward and upward, one finger pointing but otherwise in Hitlerian style) demands: "But each year a million new workers enter the labor market. Job capacity must expand or they will be unemployed."

We omit here any discussion of the "view" advanced in the cartoon. Our comment is directed to the technique of many official labor cartoonists in their manner of portraying the head or the management of American companies. The method is one which inspires dislike and distrust of management in a day when better management-labor relations are greatly to be desired.

We have observed this technique more frequently and much more drastically employed in cartoons in the official journal of the United Mine Workers. Obviously, the appeal there is to class hatred, with a vengeance. It is clearly impossible for the public to reconcile these methods with the efforts of some labor leadership to promote legislation against passive class distinction.

Such methods savor of back-of-the-yaards activities among juveniles. While they are continued it is difficult to see where there is a very encouraging atmosphere in which to improve management-labor relations. Management cannot help but have doubts of the sincerity of labor leadership which countenances such tactics. And we suspect that it is one of the reasons why the public still wonders when some of our labor leadership will grow up enough to warrant more confidence in their

business statesmanship. It is one of those "small" things—very "small" things—which are more likely to characterize labor leaders themselves than today's management toward whom it is directed—yet which causes us to wonder, for example: "Do such labor heads really have a leadership vision for all America, or just some of America, in these critical days when a severe depression could happen, if they should authorize a wave of strikes."

We'd like to see certain of our labor leadership in America rise above some of these juvenile methods—assume their leadership with an attitude of statesmanship, and consideration, and sportsmanship befitting the adult responsibilities which rest upon them. We mean to be critical—but it is sincere, and we believe constructive criticism.

We know we are going to be told that some so-called business organizations have and are still badly characterizing labor leadership. We have seen some of it and we'd like to see an effort made to stop it. But such methods are not characteristic of the great host of American companies and managements, large or small. It does not prevail to any extent justifying our large unions in stooping to such techniques.

We can say with clear honesty, that we should not think of lowering this foreman publication to the point of characterizing American labor leadership in a similar manner, however much some of our union literature has invited it. We strongly urge such unions to forsake those techniques in the interest of better labor-management relations—in the interest of a more satisfactory public regard for the entire business operation here in America.

Comments, be they from labor or management or the public, are most welcome.

The management of Joy Manufacturing Company is congratulated on its 1948 Employees Report covering the Company's financial statement. We are indebted to Joy's Personnel Director G. A. Bennett, at Michigan City, for our copy. Interestingly prepared with photographs and cartoons, it invites reading. The cartoons are especially well done. One, for example, points up the fact that "We threw away \$404,000 in defective work." Another well directed one covers the point "Inflation took up \$5,234,000."

The entire approach to communicating facts to employees in the 44-page, color booklet is unusual. On the cover is a photo of the Joy reception room—

receptionist speaking on the telephone. Inside the front cover we find, following the introductory paragraphs: "So step through the open door of our reception room in the Henry W. Oliver Building and join us on a conducted tour. . . ." We are then taken on a story and picture tour of Joy operations. Employees in illustrations are thoughtfully identified. Half way through the tour, it is interrupted with the cartoon series on what took place financially in Joy's 1948 operations: "Let's stop the tour for a moment and watch Joy getting his annual check-up" (guide opening door for us into office of the "Business Doctor"). At the end of this series the guide is cartooned closing the "Business Doctor's" door with this statement: "Now that we've seen how Joy tries to keep healthy, let's continue our trip around the company"—which the reader does. Inserted in the booklet is a ready-to-mail piece soliciting comments and criticisms of the information presented.

Communication in understandable language is as important a problem for management today as any we can think of. One means is by printed communication. In this, Joy has done an exceptional job.

Commentator Henry J. Taylor gave over a complete broadcast on April 11 to discussion of the foreman's situation in industry if the supervisory provision of the Taft-Hartley Law should not be retained in contemplated revision of that act. He told the nation the truth: "The progressive foremen of this country do not want to be driven into any union."

That is no idle, no theoretical statement. We have talked to foremen who were forced into unions before the T-H Law was enacted. Because most foremen preferred to operate as management and unionization made only spotty headway, such instances were not widespread. But they are indicative of what can and will happen if those outsiders, who would turn the foremen's allegiance from management, can get a toe-hold among some of the less progressive, less thoughtful supervisors.

There was another statement by Henry Taylor which merits our thoughtful consideration: "Yet, foremen are under attack in the attempt to unionize them because the whole principle of the right of management to manage is under attack. The program is to penetrate management, dominate management, confiscate management. . . ."

Most progressive American foremen are not about to stand idly by and see this happen. This month we have published a few of the many letters from foremen on this subject (T-H Law) in our "We, the readers" column. You will enjoy reading them.

Spotlight programs in management meetings—brief presentations where first-line management men have an opportunity for five or ten minutes to get on their feet and formally present

some phase of their work, some hobby in which they excell, some experience, are valuable tools for self-development. Participants are helped to overcome their inclination to remain glued to their seats when they often wish they could stand before an audience and give expression to their activities or views. Reports from Chicago indicate that the management people at Chicago Rawhide and Manufacturing Company are now using the spotlight technique effectively. Others have used it, we are told, for several years. Groups which have not used it might try it out, with unexpected results.

On "America's Future" Program on March 20 appeared De Loss Walker, well known among American foremen and executives for his candid defense of business and industry. Among other significant things, he said these: "Rights . . . who has rights in the industrial world? Only one person—the customer. Everyone else from top executive, office help, plant workers, foremen, attorneys, sales and advertising executives, must all forever labor to satisfy the changing "whims" of their customers. . . ."

And again: "The customer (that is, the consumer) is *always* right, is all-powerful, makes all final decisions and can break any business in America—and has done so time and again. We are all consumers. As consumers we are all important.

"Industry lives off its customers, and from them gets all its revenue. It has no other means of support.

"You and I, the Consumers, finally decide just what are the 'right prices,' the 'right wage level,' and the 'profits' industry can earn. This is why our economy of 'freedom' leads the world."

Just so we shall keep reminding ourselves.

Uncle Sam's Payroll Savings Plan.

. . . The national debt is a potential danger when it is held by the banks—because in that form it adds to the money supply, and the money supply is inflationary. If money exceeds goods it tends to force prices up. Therefore, in addition to making every effort to reduce the total debt, it is wise to distribute as much as possible of the debt into hands of individuals, instead of banks, who will hold the debt securely out of the current stream of spending. Today, some 60 per cent of the debt is said to be in the hands of the banks.

Aside from the wisdom of thrift among us all, and the economic stability which such saving affords the individual, the foregoing statement doubtless poses the most important reason why we should urge the men and women in our departments to buy these government bonds during the coming drive May 16 to June 30. Elsewhere in this issue U. S. Treasury's R. H. O'Malley states the case more fully for Uncle Sam's plan.

Foremen, supervisors, superintendents, and executives will perform a real service if they lend their efforts toward increasing participation of employees in this program.



Youth must be served, but let us not lose sight of the fact that Youth must also be taught how to serve.

☆ ☆ ☆

The only limitations to progress are the elastic frontiers of the human mind.

☆ ☆ ☆

The school room is the place where the assembly line of brain-power production begins.

☆ ☆ ☆

When the ancient Roman virtues of industry, initiative, and individualism were dulled by the presence of luxurious leisure, the great Roman Empire fell into decay.

☆ ☆ ☆

Spiritual strength provides men with discipline of soul.

☆ ☆ ☆

If farmers paid as little attention to the cultivation of their crops as we do to the cultivation of our Youth, the fertile food-producing areas of the United States would become a wilderness of weeds.

☆ ☆ ☆

Prosperity is a Fools' Paradise unless it is built on the firm foundation of Production and Thrift.

☆ ☆ ☆

Those who heed the warning: Stop — Look — Listen! may miss the train completely unless they also: Think!





DEVELOPING MANAGERS...*Grow or "go".*

If we want to be a profession we must submit to "discipline of facts", whether we feel bad or good. Discipline equals order plus courage.



By
"Bill" Levy
Educational
Editor

MANAGEMENT AS A PROFESSION

A FEW months ago I promised to devote at least one issue to an analysis and discussion of management as a profession. The National Association of Foremen has been working towards this goal for many years and its quarter century history is studded with individuals who contributed to the progress that has been made. I believe honestly, genuinely and sincerely that management *can* and *will* be a profession but there is a long rocky road ahead of us. Our present efforts are like the faltering steps of a child but our objectives are clear cut, the desire is great, and the leaders are growing in stature and number.

Characteristics Of A Profession

As we examine the concept of a profession, we find seven component parts which when fitted together provide the mosaic of a professional man or woman. First, we must consider the *attitude of mind*. This can be simply explained by two words, *I profess* or *I know*. I do things because of my knowledge and not because of the degrees or titles following my name or the authority vested in me. If we take three doctors, one in New York, one in New Orleans and one in Los Angeles and give them cases of scarlet fever to treat

simultaneously, we can be reasonably sure that they will all come up with the right answers. Why? Because they operate on the basis of what they know and not because of their titles.

Contrast this with some of the pressure-minded management men in industry who say, "Do this job because..." You ask "Why?" and the answer is "Because I tell you so". Not because it's necessarily the right way but "Because I tell you so". How, in heaven's name, can we possibly call ourselves professional men until such time as we operate on the basis of facts and knowledge, not force, pressure and authority without reason? Some day we will and that's not wishful thinking.

Special Skill Required

The second facet of a professional man is the *kind of work* or *special skill* of a high plane. Can anyone think of a higher skill than that of the art of management, that of directing the work and lives of others? Trying to guide, help or regulate the lives of other people is a thankless job and certainly one of the most difficult ones imaginable. To do this we must have an understanding of what makes people tick, their needs, their wants, and their desires. How else can we tap that big source of untapped effort in workers—that big half that you can't buy—that comes from the heart because they want to, not because they have to? Progress in industry will reach new heights when management men further develop the art of management and use it most effectively in helping working people obtain maximum satisfaction from life.

Social Responsibility

The third facet of the professional man is to assume a social responsibility for personal development through an educational process and the desire to travel the *second mile*. This concept was eloquently expressed by the late Dr. William E. Wickenden of the Case School of Applied Science who said:

"Whosoever shall compel thee to go one mile—go with him twain." You will recognize this text from the Sermon on the Mount as a counsel of

perfection, good advice in the form of a paradox which emphasizes a profound truth by an apparent denial of common sense. Every calling has its mile of compulsion, its round of tasks and duties, its code of man-to-man relations, which one must traverse day by day if he is to survive. Beyond that lies the mile of voluntary effort, where men strive for special excellence, seek self-expression more than material gain, and give that unrequited margin of service to the common good which alone can invest work with a wide and enduring significance. The best fun of life and most of its durable satisfactions lie in this second mile, and it is only here that a calling can attain to the dignity and distinction of a profession.

Standard Of Personal Qualifications

Next in our characteristics of a profession is a standard of personal qualifications—character, loyalty, honesty, proven competence—the qualities of a leader. Time and again the writer has conducted conferences on "Leadership—What is it and how do you achieve it?" Invariably twenty to fifty traits or characteristics of a leader are listed and discussed. Then it becomes almost impossible to remove any of the qualifications from the list. True, only one man in 2,000 years had all these qualities as a leader but we all like to think of them as ideals.

Ideals are like stars; you will not succeed in touching them with your hands, but like the sea-faring man in the desert of waters, you choose them as your guide and following them you reach your destiny.—Carl Schurz.

One thing we must keep in mind. Reputation for good moral character, good citizenship and common honesty



Working toward a professional status through "extra-curricular" educational activities are these men of the Foremen's Club of Columbus (Ohio)—graduates in Economics class. "Congratulations, men."

May 1949 MANAGE

must be earned. People give it to you and people can take it away from you. You must guard it carefully.

Code Of Ethics

Another essential ingredient of a profession is a Code of Ethics or standard of conduct. I have always marveled at the medical profession and the statement "The operation was successful—the patient died." Did you ever hear one doctor call another a butcher? How about the field of industrial management? Did you ever hear one foreman, in the presence of a worker, call another foreman or a member of middle or top management a dumb S. O. B.? I have. And I have heard top and middle management refer to foremen as dumb S. O. B.'s. I have heard engineers talk about foremen as dumb clucks who couldn't read blue prints. I have heard foremen talk about engineers as dumb so and so's who ought to get off their rear ends and try to put some of their crazy designs into practice. I've heard machine shop foremen cuss foundry foremen. Electrical crews raise hell about the actions of maintenance men. Shop men about salesmen, etc., etc. Believe me, we've got to put our house in order and believe in the dignity of man as a human being before we can be professional men. I'd like to rewrite the NAF Code of Ethics to read:

A professional management man will strive to understand the principles of business which make for the success or failure of industry. He should pass on to his men all the fundamentals of business principles so they can see, for themselves, their own relation to the general scheme.

A professional management man will recognize that every man above, beside or below, has an inherent desire to do good work and to be a useful and respected citizen. Until he has considered every possible motive, he should not assume that any man wants to do anything less than his best.

A professional management man will keep an open mind on all subjects, and strive to maintain a broad and balanced outlook. He should always be willing to recognize merit in another's ideas.

A professional management man will deal fairly with all his associates in the company. Being in an important position, he should assume responsibility for his own mistakes and refrain from shifting blame to others.

A professional management man will keep informed as to the latest development in equipment and processes. He should recommend or put into effect such methods as will produce improved quality and lower costs for his products, and improve working conditions.

A professional management man will feel that one phase of his profession is to help working people obtain maximum satisfaction from life.

A professional management man will endeavor to earn, and carefully guard, a reputation for good moral character, good citizenship and common honesty; and he should support and promote all the uplifting influences of the community.

Status And National Organization Of A Professional Group

I purposely list together the sixth and seventh characteristics of a profession. It must be obvious that no matter how much we say we are professional men, it is only when we achieve status—acceptance by the public as a profession—that we have any possibility of achieving our ideal and this will best be accomplished by affiliation with a national organization pledged to the goal of management as a profession and providing a central core of inspiration and guidance in this direction. The National Association of Foremen is the only organization of management men dedicating itself to the task of obtaining recognition of management as a profession. This fact makes me proud to say—I belong to NAF and I'm privileged to work for its ideals.

What's The Look Ahead?

I'm very optimistic about the future possibilities of management as a profession. We stand on the same threshold as the medical profession of a half century or more ago when, in order to become a professional man, you apprenticed yourself as a doctor and then ultimately hung out your own shingle. Over a period of years the standards were raised and more education required. Ours is a long and rocky road, the price is high, but the reward is great. Are you willing to pay the price?



Columbus (Ohio) Management Men's educational activities are many and high level—here are graduates of Quality Control class. "Nice going, men."

When loyalty check questionnaires had to be filled out by government employees all over the country, a rugged lady in San Francisco wrote: "Before the war I spent one year in Germany. Does this make me a Nazi? I also spent one year in Russia. Does this make me a Communist? I also own a piece of property in the Virgin Islands."

"I'd rather be right..."



"CASE STUDIES"

WITH this issue we are introducing a new portion of our "developing managers" section. Many times we are faced with problems calling for an action. The question is "What shall we do about them?" As stated by some of our most progressive management leaders such as M. Roberts, general manager, Frigidaire, it is essential that we do the right thing, not the expedient or the easy thing. From this comment we have developed our column head "I'd Rather Be Right".

Actual problem cases will be presented and suggested solutions offered. If you have a case that you would like to submit for consideration we will be glad to use it providing we have the liberty of writing it up in such a manner as adapts itself to reader interest.

WHAT IS THE FAIR THING TO DO? (Case Study No. 1)

Jim Huffman, foreman of department X, observed something going on in the adjoining department Y, of which Joe Danner was foreman. This occurrence, being overlooked by Joe was detrimental to the interests of the company. Jim felt that the situation could and should be corrected and that in fairness to upper management, Joe's boss Fred should be advised of Joe's neglect.

However, in fairness to Joe, Jim felt that he should first talk to Joe. He did this, advising him of the situation and suggesting a method of improving it. Although Joe did not say much, he seemed to resent Jim's action and to feel that Jim should mind his own business strictly.

Jim could not help but notice during the next two weeks that Joe had apparently done nothing to remedy his faulty situation that was causing inefficiency and additional costs unnecessarily. If neglect would continue, serious injury might even result to one or more employees. He felt that in fairness to everyone concerned, he could not let the situation ride any longer.

What should Jim do? Does he have to consider fair treatment of their boss, of workers, of customers, of the other

A note on Abrasives

Producing more Abrasives to higher standards ...and what it means to you



In mill, plant and shop, abrasives are continuing to assume greater importance as tools to produce more and better products at lower cost. New technical developments are requiring the use of abrasives in quantities beyond the production capacity of a few years ago. And, new alloys, different materials, faster production techniques and more exacting engineering requirements are calling for improved abrasive products of superior quality.

To meet these demands, The Carborundum Company has marshalled all of its specialized technical knowledge, manufacturing resources and service facilities. The bonded abrasive or coated abrasive of today resembles its predecessors of yesterday in general appearance only. It is a different and better tool. It is designed to far more exacting specifications. Its basic ingredients are improved. It is made

by newly developed methods. Abrasives by CARBORUNDUM are now produced in larger quantities in new and recently expanded plants to meet our customers' increased abrasive requirements. If you are looking for assurance in obtaining the best in abrasives, and abrasive service, follow this simple rule: specify abrasives by CARBORUNDUM.

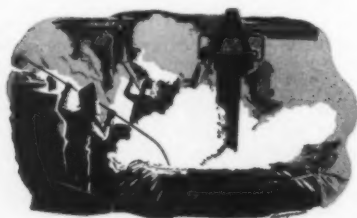
The Carborundum Company,
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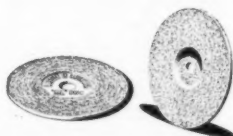
Engineering News

ON ABRASIVE PRODUCTS

MX Discs and MX Depressed Center Wheels Offer Advantages in Many Applications

Fast cutting...long life...ease in use...and, safety—these are four reasons why MX Discs and MX Depressed Center Wheels by CARBORUNDUM are getting increased use. Their sharp cutting action and extra durability are especially desirable on operations that prove too heavy for ordinary sander discs. They are particularly effective on rough jagged surfaces presenting a severe dressing problem. They are also effective on such jobs as smoothing castings and welds, stock removal and clean-up work, where wearability rather than extreme flexibility is the important factor. They are usable down to practically the arbor hole.

MX Discs and Wheels by CARBORUNDUM are available in 7" and 9 1/2" diameters for use on all standard portable disc sanders, air or electric. To obtain maximum safety, full sander pad support is recommended. The D2N.S. sander pad is provided for this purpose.



Correct Selection of Abrasive Grains Results in Improved Polishing

The abrasive grain is the key to uniform finish in polishing a metal surface. For this reason, different types of abrasives by CARBORUNDUM have been developed, with definite characteristics, to provide efficient performance under varying conditions.

ALOXITE TP aluminum oxide grain is tough and blocky. It gives excellent service on operations involving considerable stock removal and is recommended for polishing all types of steel and other metals of high tensile strength.

ALOXITE TPT grain is also used where the removal of large amounts of metal is desirable. It is extra tough and sharp, treated to assure effective adhesion with cold cement or glue.

ALOXITE TPC grain is of medium sharpness and is treated to assure effective adhesion with cold cement.

ALOXITE TPL is extremely sharp and friable. Due to its friable nature, it fractures during use, constantly presenting new sharp-cutting edges to the work surface. Loading is minimized. It is ideal for polishing metals of low tensile strength.

Accurate grading assures a uniform size, free from oversize material that cause deep scratches, and free from an excess of finer materials that tend to slow production. The angular shape assures maximum cutting edges. Flats and slivers, with no cutting value, are eliminated. Through chemical and physical controls, grains of uniform strength and temper are assured.

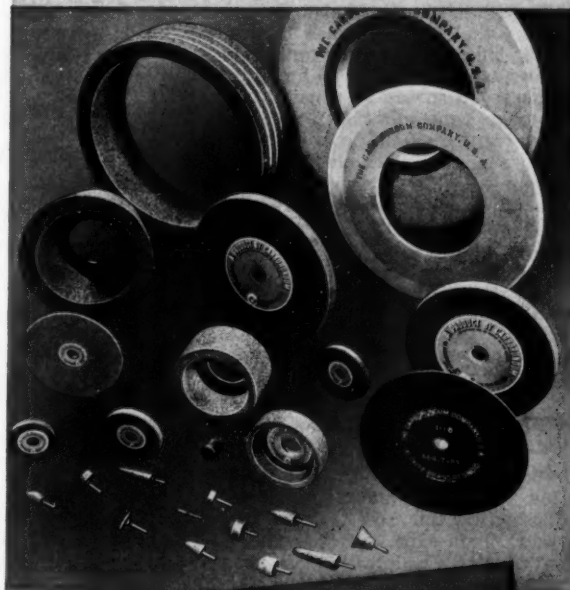


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SPECIAL SHAPES

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supervisor, Joe? What should Jim do? What would you do?

After you have a little time to analyze this case and decide the course of action if you were Jim, turn to the conclusion of this Section and see how it was actually handled.

DIVIDE AND ASSIGN (Case Study No. 2)

Men with many years of successful experience in directing large companies tell us that most industrial supervisors who are not good organizers fail in this respect because they never seem to divide and definitely assign responsibility. Here's an example—happened in a midwestern plant:

A foreman and a general superintendent were talking in the foreman's office when the mill whistle sounded. Something was wrong. The foreman dashed out of his office to the scene of the trouble, and found an important piece of equipment had broken down. The operators were standing around waiting for the foreman to tell them what to do, to call the maintenance crew, and get the repairs going. Nothing was done until the foreman arrived, and if he had been a mile away, nothing would have been done until he got there.

The men were not to blame. They had not been authorized to go ahead in such cases; no one had been assigned the responsibility of taking the lead. They didn't know what to do.

Next day the super returned to this foreman's office. "You're running a 'one man' department, Bill," he said. "Why don't you spread responsibility? It will make your job easier. You'll get better results. Right now you only hold your men responsible for one thing—quality—as I size up your department. You personally take the responsibility for everything else on your own shoulders."

Bill saw the point—honestly tried to do something about spreading responsibility. He was very soon surprised how his men responded—he was also surprised at the improvement in the department.

SUGGESTED SOLUTION (Case No. 1)

Jim feels that after all he should give Joe a fair deal and a chance to save face with their boss. Therefore, he goes to Joe: "Joe, you remember our conversation a couple of weeks ago, about the situation in your department? I expect you think I'm meddling in your affairs, but I don't mean it that way at all. I feel that we are both employed to do everything we can to promote efficiency and safety, particularly in our own departments, and also throughout the entire plant. If you see something in my department that needs attention, I feel that it would be your duty to report it to me. I should appreciate any suggestion you would give me. If I did nothing about it, then you should by all means re-

port the situation to my boss. If you didn't do this, you would hardly be fair to the company that employs you.

"Well, Joe, that's the way I feel about the situation that we talked about. I wanted to tell you before I went to Fred and ask you if you would go with me, so you could know exactly what I tell him. First, is there any reason this matter could not be remedied?"

"Well, I expect it could be taken care of all right, but I've had enough other things to do to more than keep me busy. I'll take care of it in plenty of time—you needn't take such an interest in MY department."

"Is there anything I can do to help you, Joe?"

"No, I don't need any help. I'll take care of it alone when I find the time."

"Well, Joe, I'm sorry, but it seems to me you've had plenty of time and I feel it's my duty to report it to Fred. I'd like to have you go with me—will you go along?"

"Damn right, if you're going to report it to Fred, I want to be there."

What do you think of this foreman's action? Was he fair to all concerned? Did it take courage to take this action? What would have been the easiest thing to do? Would most foremen have done this? Is the fair thing always the thing that smoothes out situations and pleases the people with whom you deal?

MANAGE CALENDAR

May 13-14	NAF Executive Meeting	Dayton
May 23-27	NAF SEMINAR	Dayton
June 18	Fourth Annual Regional Industrial Conference jointly sponsored by NAF and Allegheny College	Meadville, Pa.
June 23-24-25	NAF Board of Directors Meeting	Milwaukee
June 25	Regional Conference	Milwaukee
Sept. 10	Foreman-Manager-Personnel Conference Sponsored by Marshall College and Huntington Foreman-Manager's Club (at the College)	Huntington, W. Va.
Sept. 22-23-24	26th Annual NAF Convention	Detroit

The florist's new assistant picked up the phone and listened attentively as he heard the order:

"The ribbon must be extra wide," the man was saying, "with 'Rest in Peace' on both sides, and, if there's room, 'we shall meet in heaven'."

There was quite a sensation when the flowers arrived at the funeral. True, the ribbon was extra wide, but the inscription on it read:

"Rest in Peace on both sides, and if there is room, we shall meet in heaven."

About the only thing modern girls can cook like mother used to, is some man's goose.

The Foreman's Round Table

UNUSUAL ACCIDENT

At Worthington Pump and Machinery Corporation, Buffalo Works, we recently had one of the most unusual accidents I believe ever recorded.

It happened to a highly skilled mechanic of long service with the corporation and should be a warning to skilled workers, who after long experience are apt to become careless.

This fellow was using an air gun which is used for driving studs and bolts and running on nuts. At the time of the accident he was using a long extension on the gun and was running on 3/4" nuts. To remove a nut from the socket on the end he inserted his finger at arm's length and in so doing moved the body of the gun enough to release the trigger. Before he realized what had happened he had a 3/4" nut run on his index finger to the second joint. The nut could not be removed by hand, because of the flesh jammed in the threads, and later swelling complicated things. He was immediately taken to the hospital where the doctor froze the finger and then tried to saw off the nut. However, his tools were inadequate so a call was made to the plant and a foreman gathered up various saws, chisels, drills and a portable vice and rushed to the hospital.

After discussion as to just how to proceed, whether to saw both sides of the nut, saw one side and then chisel or perhaps drill small holes and then saw the nut or perhaps cut off the finger (all this of course heard by the patient lying on a cot), the plant superintendent realized that if the finger had been frozen it would naturally have contracted somewhat. The doctor then proceeded to unscrew the nut by hand but not being familiar with threads he tried to turn to the right until told by the patient that he would have to turn the opposite way. The nut came off quite readily on the next attempt. The patient is doing well after three weeks of lost time and will suffer no serious after-effects although his finger will always be slenderer than formerly.

The writer likes the following definition of safety (author unknown to him): "Safety is a state of mind". All safety programs should drive this thought home at every opportunity.

Carl A. Kaufhold
Asst. Production Manager
Worthington Pump and Machinery Corp.

First Cow: "What do you think of the new farm hand?"

Second Cow: "I think he's an awful jerk."

May 1949 MANAGE



Spirit of Tulsa Management Conference (left to right): "Bernie" Hodapp, Clyde Bloomfield, Cloyd Steinmetz. Conference leaders (left to right-seated): Steinmetz of Owens-Corning Fiberglas, E. F. Butler of Maytag, Virgil Rowland of Detroit Edison, William Levy of NAF, Lloyd Haney of Dana Corp.; Chairmen (standing): Harold Wright of Tulsa C. of C., John Reed of Manning, Maxwell and



Moore, Inc., Dwight Blazier of Mid-Continent Petroleum, J. A. La Barge of Shell Oil, John Mole of American Airlines. Absent when photo was taken were Leader R. K. Lane of Public Service Company of Oklahoma and Chairman Bates of Walter O'Bannon Company, Gardiner of Fluor Corp., Gubser of Spartan Aircraft, Young of Carter Oil, Ellison of Stanolind Pipe Line.

BROADER VISION FOR BETTER SUPERVISION ... KEYNOTE OF OIL CAPITAL'S CONFERENCE

By Charles Bohn, Walter O'Bannon Company

THE Tulsa Management Club was honored to welcome many far-traveling attendees to its Second Regional Conference, and proud of the turnout of local management men.

Cloyd Steinmetz, director of training, Owens-Corning Fiberglas Co., delivered the kickoff address, "These Are My Men—A Foreman's Obligation." His forceful truths will long be remembered as he drove home the fact that success of better employee-management relations and greater production remains largely in the foreman and how well he understands his responsibilities.

The general session was called to order by Clyde Bloomfield, Tulsa Club vice president and general chairman of the Conference. He introduced Rev. Robert Sonen who gave the invocation, and William Way, president of Tulsa C. of C., who extended Tulsa's welcome.

Walter O'Bannon Jr., Tulsa Club president and NAF vice president, gave us a smooth send-off into the exciting conference sessions, introducing these conference leaders and chairmen:

Emmet F. Butler, public relations director, Maytag Co., gave us "America's Story—Foreman's Opportunity in His Plant and in His Community"—urged foremen to take active part in community affairs.

Lloyd J. Haney, director of industrial relations, Dana Corp., said the "Role of the Junior Executive in Labor

Relations" made it imperative that the executive be carefully chosen, then trained in communication of ideas by public speaking and psychology.

Richard K. Lane, president, Public Service Company of Oklahoma, offered reports of surveys that determined the balance between collectivist and free-enterprise leanings of various occupational groups in our nation in his conference "Common Interests of Labor and Management."

William Levy, NAF manager of education, demonstrated the mastery of conference leadership for which he is renowned when he showed the way for "Developing Effective Supervisor-Worker Relationships."

Virgil Rowland, staff personnel coordinator to the general accountant, Detroit Edison Company, pointed up industry's mistake in bringing in outside instructors—said management at all levels should accept the responsibility of instruction as he answers the question "How Can We Make Training a Part of Regular Plant Operations."

Conference chairmen were: John Reed, Manning, Maxwell and Moore, Inc.; Eugene Gubser, Spartan Aircraft Co.; Harold Wright, Chamber of Commerce of Tulsa; Lewis Gardiner, The Fluor Corp., Ltd.; J. A. LaBarge, Shell Oil Company, Inc.; Leslie Bates, Jr., Walter O'Bannon Co.; Leroy Young, Carter Oil Co.; John Mole, American Airlines, Inc.; R. W. Ellison, Stanolind Pipe Line Co.; Dwight R. Blazier, Mid-

Continent Petroleum Corp.

The banquet following the conferences had the refreshing sparkle that only the ladies can give.

Walter O'Bannon, Jr. introduced the visiting members of NAF, acknowledged exemplary efforts of conference committees, then introduced B. A. Hoddap, NAF president, who extended greetings in such manner that each individual felt personally greeted.

Charles A. Kothe, attorney with Kulp, Pinson, Lapardus and Kothe, Tulsa law firm, was the banquet speaker. His topic—"Management Vision—America's Key to the Future." A rapt audience unanimously conceded that his dynamic and entertaining delivery was surpassed only by his keen insight into, and down-to-earth solutions for management-labor problems of today.

The Tulsa Management Club offers its most sincere thanks to the hard working conference committeemen and their chairmen for their excellent display of smooth teamwork and coordination that resulted in a wonderful conference. They certainly proved their right to be management men.

"My husband is an efficiency expert in a large office."

"What does an efficiency expert do?"

"Well if we women did it they'd call it nagging."

CHICAGO CONFERENCE DRAWS CROWD

By Stanley Slazyk
Taylor Forge and Pipe Works

WITH almost 1,000 members of management in attendance, the Third Annual Chicagoland Management Conference came to a highly successful climax. The conference this year was held in Chicago's Congress Hotel on April 2. The conference theme "Management Men Through Leadership Protect A Free Nation" was carried out in the many panel and workshop presentations. Highlights were inspirational addresses by Arthur C. Horrocks, past president of the National Association of Foremen, and Honorable Harold H. Velde, United States Congressman, 18th District of Illinois.

Sectional panels and workshop conferences were presented in the afternoon and repeated so that everyone present could attend two sessions. Leaders and members of the workshop panels and their subjects were: "Developing Managers Through Educational Programs": T. G. Higgins, NAF director; Dr. E. M. Gherman of Currie & Gherman; L. C. Michelson, Purdue Extension University; Mrs. Clifton M. Utley, Chicago Board of Education.

"The New Look In Personnel Relations": Leo Dilling, personnel director, Metal & Thermit Co.; William Caples, manager of industrial relations, Inland Steel Co.; Millard E. Stone, director of industrial relations, Bendix Products Div.; and J. Dudley Lockrem, vice president of personnel, Scully-Jones & Co.

"What Is Your Role In Government?": William F. Ivson, personnel manager, Dole Valve Co.; Honorable John S. Boyle, State's Attorney of Cook County, Illinois; Butler Laughlin, Asst. Supt. of Schools, Chicago Board of Education; and John R. Lamb, member, Chicago Bar Association.

"Management Men Are Good Advertisers": David Pershing, credit manager, Dixie Cup Co.; Anson E. Meanor, McGraw-Hill Publishing Co.; Ralph O. McGraw, Western District manager, "Modern Industry"; August C. Ragnow, vice president, Campbell-Mithun, Inc.

"Competition Stimulates Good Management": Willard Schultz, factory superintendent, S. Karpen & Bros.; H. Dale Long, executive vice president, Scully-Jones Co.; Clarence Mark, asst. treasurer, Clayton Mark & Company; Walter K. Johnson, superintendent, Jos. T. Ryerson & Sons, Inc.

In charge of arrangements were: Oscar G. Mayer, general chairman, Oscar Mayer Management Club; John M. Shotts, co-chairman, Management Club of S. Karpen & Bros.; Henry B. Ernst, conference manager, Scully - Jones Management Club; James G. Barbour,

One of the many Chicago sectional conferences—this one on "The New Look in Personnel Relations" led by Inland Steel's Industrial Relations Manager William Caples (standing) with J. Dudley Lockrem, vice president Scully-Jones Company (left) as panel member and Metal and Thermit Company's Personnel Director Leo Dilling as panel chairman.



General Assembly (speaker's table) being addressed by Oscar Mayer, president Oscar Mayer & Co., conference chairman. Others (from left): B. A. Hodapp, president National Assn. of Foremen; Rev. Edward Manthei, First Congregational Church of Western Springs, Ill.; President Louis Kopinski of John E. Fast & Co.; John Shotts of S. Karpen & Bros. Management Club, co-chairman; Mr. Mayer; John Beatty, president United Specialties Company and chairman Chicago NAF Reference Committee; Honorable Harold H. Velde, Congressman from Illinois (18th District); James G. Barbour, Chicago Rawhide Management Club, program chairman; John McCurry, executive associate, Employer's Association of Chicago; Corbin McNeill, director of personnel, Argonne National Laboratories.

chairman Program Committee, Chicago Rawhide Management Club; Fred E. Sollberger, chairman Registration, Dole Valve Foremen's Club; Willard D. Okerson, chairman Arrangements, Chicago Rawhide Management Club; Edwin O. Ross, chairman Publicity, Taylor Forge Management Club; Joseph M. Doyle, chairman Reception, Sherwin-Williams Management Club; Michael J. De Bella, chairman Finance, Brandwein Foremen's Club.

The sectional conference on "International Affairs—How Does It Affect You As A Member Of Management?" was led by John C. McCurry, executive associate, Employers' Assn. of Chicago, with Corbin A. McNeill, director of personnel, Argonne National Laboratories, and Honorable Harold H. Velde, U. S. Congressman, 18th District from Illinois. The Congressman warned of Communism activities in organized labor.

Arthur C. Horrocks spoke during the noon luncheon on "The Half Way Mark". Mr. Horrocks in his address pointed out that America's success has been possible because of our natural

resources and the work of American men multiplied by American tools.

Louis Kopinski, president, John E. Fast & Co., and Bernard A. Hodapp, president, National Association of Foremen, as official greeters of the conference, addressed the large throng in the Gold Room in the morning ceremonies.

Besides the many NAF directors active in the conference, the following directors and officials were in attendance and promoting a successful conference: Directors Bruno Duda, United Specialties Co.; Jerry Turek, Dole Valve Co.; Harry Acker, Inland Steel Co.; Charles H. Day, Sherwin-Williams Co.; John Wood, NAF vice president, Kalamazoo Vegetable Parchment Co.; Albin Szybeko, Lien Chemical Co.; Clarence C. Akridge, convention director, NAF; Irwin Lamp, editor MANAGE Magazine.

The program got off to a good start when all the panel and workshop members assembled early on the day of the Conference at the Cafe de Paris for breakfast as guests of H. M. Koel-

(Continued Page 42)



Col. James L. Walsh (left photo) addressing opening session. Left to right: Rev. Clark W. Hunt, Everett Clyde, NAF director, Colonel Walsh, Carl W. Johnson, H. Fred Boehling, NAF director, and Dr. James E. Bathurst. . . . Cameron Ralston draws a smile. At his right: Roy Bryant, NAF director and his left, Dr. Bathurst.



NEW YORK CONFERENCE ATTRACTS 400

By H. Fred Boehling

The S. S. White Dental Manufacturing Company

WE are men of peace. We do not want war. We are seeking with all our energy everything we can contribute to avert war altogether." With this theme Col. James L. Walsh, president, American Ordnance Association, keyed the 1949 Greater New York Area Conference for management men held March 26, at Hotel New Yorker. His topic "Industrial Preparedness" opened a full day of activity for nearly 400 attending this third annual event. Future wars and conflicts can be averted he said by industrially keeping a step ahead of the field.

With a conference theme, "Educating Men of Management—A Key to Progress," proceedings also included a stirring invocation, expression of NAF philosophy, five conferences, a banquet, a banquet address, entertainment.

The Reverend Clark W. Hunt, pastor Community Church, Crestwood, N. Y., officiated at the invocation. Reverend Hunt invoked a divine blessing upon our heritage of freedom and upon responsibilities of management men to safeguard it.

Using the thoughts "Grow or Go" and "A Company Grows as Its Men Grow" Dr. Bathurst covered aims, purposes, objectives of the National Association of Foremen. His inimitable presentation added the zest to make this an NAF day long remembered.

Five educational sectional conferences, each repeated once, covered labor legislation, self-improvement, executive development, methods improvement, appraisal of foremanship.

Jerome D. Fenton, industrial relations director, Pan American Airways, Inc. and Morris P. Glushien, general counsel, International Ladies' Garment Workers' Union, presented "Basic Prin-

ciples for Constructive Labor Legislation." Both viewpoints, of management and of labor, were fully and authentically discussed. Gavin A. Pitt, assistant industrial administrator, American Machine & Foundry Co., (A.M.F. Management Club) was conference chairman.

Dr. Arthur Secord, director adult education, Brooklyn College, with James J. Humphries, foreman, Staten Island Edison Corp., (Staten Island Foremen's Club) as chairman, led the conference "How to Express Yourself Effectively"—never forgotten by those having heard it.

John E. Gagnon, manpower manager, Bigelow-Sanford Carpet Co. elaborated on "A Practical Approach to Supervisory and Executive Development"—Robert Nock, trade sales manager, Pittsburgh Plate Glass Co., Newark Paint Division, as chairman—a study of means available and techniques required to improve management's team.

Clifton H. Cox, industrial consultant, discussed "Methods Improvement—A Critical Factor for Increased Productivity." Films and other aids produced convincing evidence. Lloyd E. Larson, chief engineer, A. Schrader's Son (Kings County Foremen's Club) was Mr. Cox's chairman.

Developing the all-important proper relationship between the foreman and others on management's team NAF's own "Jim" Bathurst delved into "A Realistic Appraisal of the Foreman's Place in Management." Chairman was Howard M. Mitchell, assistant manager, Atlantic Division Pan American Airways, Inc.

With knowledge that serious discussions are not the only way to educate men a superb banquet, prepared under

personal direction of Emilie Violat, executive chef of Hotel New Yorker, with an inspirational address by Cameron Ralston plus unique entertainment followed the four hours of sessions.

"The Five Plagues of Democracy" was an inspirational thought-provoking address of Cameron Ralston, public relations counsellor. We can lose our democracy, our system of free enterprise and our living as we know it, readily from within, Cameron Ralston contended, through internal plagues or dissensions that must be checked.

Entertainment by professional talent with audience participation provided a fitting climax.

The day's program was sponsored by A.M.F. Management Club of American Machine & Foundry Co. Brooklyn; A.T.F. Foremen's Club of American Type Founders, Inc., Elizabeth, N. J.; P.A.A. Management Club of New York of Pan American World Airways System, N. Y.; Production Council of Pittsburgh Plate Glass Co., Newark; Kings County Foremen's Club, Brooklyn; Queens County Foremen's Club, Queens; Staten Island Foremen's Club, Staten Island.

Direction was by committee of 25 headed by: Everett Clyde, A.T.F. Club, general chairman; Henry J. Fine, Queens County Club, recording secretary; Walter R. Hertsch, A.M.F. Club, financial secretary; Clifford W. Peterson, A.M.F. Club, treasurer.

In execution of the conference, the four NAF directors from the area, Roy Bryant, H. Fred Boehling, Everett Clyde, Carl W. Johnson were divisional chairmen.

"Going to church regularly is a wonderful way to get your faith lifted."

Management News

Wisconsin council formed

Milwaukee—On February 25, representatives of the following management clubs met to discuss formation of a state council: Kimberly-Clark Corporation, Kimberly; Thilmany Pulp Paper Company, Kaukauna; Worden-Allen Company, Lakeside Bridge & Steel Company, Stolper Steel Products Corporation, Wrought Washer Manufacturing Company, Milwaukee; Hamilton Manufacturing Company, Two Rivers; Giddings & Lewis Company, Fond du Lac. This Council will be composed of two delegates of each club and the NAF directors located in Wisconsin. The Council will meet quarterly, will correlate activities of the various clubs to the end that management men in Wisconsin receive the best material available. At this time the newly formed Council contemplates holding a conference in Milwaukee on June 25.

The Lakeside Bridge and Steel Foreman's Club took the Stolper Steel Management Club by 156 pins in a match bowling tournament, held on April 3. The Stolper Steel boys claim that the Lakeside Bridge and Steel gang had two ringers in this match, by the names of Ned Day and Andy Varipapa. This match will be held annually hereafter with both teams scouting around for the top "keglers" in the country.—P. L. Hofmeister.

Odds: 22 billion to one

Kansas City, Mo.—The mathematical chances were 23,372,650,000-to-1 against it happening—but it did!

At a recent joint dinner meeting of the Management Club of Trans World Airline, Neevel Manufacturing Company and Kansas City Structural Steel Company, 600 raffle chances were sold. When the drawing was held, George McCamish won a piece of luggage and John Waller won a portable barbecue set. Both men are employed by the steel company. That was bad enough, but . . .

Then a drawing was held for door prizes. With 250 names in the hopper, the first one drawn out was that of George McCamish! When the hubbub and jocular accusations of "Frameup!" had finally subsided, a second name was drawn. This time the 248 other men and women present really went wild because—you've guessed it—the second prize was won by John Waller.

Not only that, but Melvin D. Warshaw of the TWA Club had personally

obtained a Gruen watch as one of the door prizes. And to further the chain of freak incidents of the evening, he won the watch himself.

The next day Stanley French of TWA's Schedules department got out his slide rule and figured the odds. His computations showed it couldn't happen again in 22 billion, 372 million, 650 thousand times.

Coopland, GM film hits

Chicago—Olson Rug Company Supervisor's Club's April get-together and dinner included a very interesting talk on "Loyalty" by Harry Coopland, NAF speaker. Here is a lecturer who "has everything!" His talk was replete with funny stories and anecdotes, and his serious moments were well packed with timely messages, and straight-from-the-shoulder facts.

After Mr. Coopland's talk, General Motors movie film "Strange Interview" was shown. This is a story of Bill Parker, a present-day shop manager, who isn't getting satisfactory results in production or quality. He doesn't realize the fault is in himself, his lack of human understanding. And he is too stubborn to let anyone tell him so, that is, until, in a dream, he allows Benjamin Franklin to tell and show him how to treat people to get cooperation. Many Franklins are brought out and if the lessons taught were taken to heart and practiced by

all supervisors, the industrial world would be much more pleasant.

Franklin said: "One of the toughest things I had to learn was always to have patience with the shortcomings of others."—Earl F. Jarvis.

Fast group in fast skit

Chicago: When John E. Fast & Company Foremen's Club met in February, it was scheduled a regular meeting. However, it resolved itself into an evening of novel entertainment.

With a cast composed entirely of club members, a skit was presented, entitled "The Snake Spit" or "Before and After DIA."

Robert (Bob) Scholle, plant superintendent, in a very fine address, dedicated the evening to the Company President Louis Kopinski, whose breadth of vision and wise counsel have stimulated our club to become an outstanding unit of the National Association of Foremen.

A brief outline of activities in the company during past years is needed for adequate understanding of the evening's traipsings.

Some two years ago, Mr. Kopinski, seeking causes of unsatisfactory human relationships in the company, retained John Hanney and Associates, management consultants, to conduct a morale survey among employees. The report revealed certain low attitudes in all levels—toward job, supervision, and company. It further revealed basic causes of inadequacy of understanding between top management, foremen, and hourly workers.

With this in mind, Mr. Kopinski retained the M. J. Evans Company to initiate their "Democracy In Action" system (commonly known as DIA). Its aim was to remedy conditions found by the survey.

Mr. Evans assigned Kenneth Lett



At largest West Coast NAF area supervisory meeting ever held (standing room only) during presentation of GE "Supervisory Training Program." Attending were 1000 men from 43 companies. "Congratulations, men."

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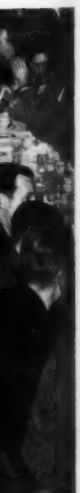
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MANAGE

to conduct the work. Mr. Letts has been with us every alternate week since, holding meetings, counselling, advising and on occasions administering mutual rating tests in which we rated each other in various aspects of democracy in action. The results have been most gratifying.

For the most part, changes have been gradual and subtle. But changes there have been, and it was a retrospective viewing of them which planted the big germinal idea in Anthony (Tony) David's head. We all worked on it, finally came up with the "book of the play." But in the main it was Tony's enthusiasm for his "brain child" which spurred us on to production of the skit. Tony, incidentally, is president of our Club.

With Harry Blacklock, our personnel director, swinging along in a running commentary as master of ceremonies and with other club members displaying unsuspected histrionic abilities in the roles of hourly workers and supervisors, a total of ten scenes were sent merrily rollicking across the board.

Five of them depicted workers and supervisors in various departments before DIA. The following five scenes used the same characters, same settings and situations but were presented as after DIA.

The first scenes showed bickering, distrust, confusion, with resulting lack of accomplishment.

In the later scenes, where all was sweetness and light, the heavy satire kidded the folks and their accomplishments, after DIA.

Despite the burlesquing and the "Dickensian" portrayals, there was much in the entire production to cause us to think. It was in reality an inventory taking. The first scenes left a slightly gamey taste (although we really had never been that bad). The second group were pleasant to contemplate (and we were never quite that good). Nevertheless, here were the same characters, in the same settings, fabricating the same products—but what a change! The difference, of course, was a matter of attitudes. Here was consideration for the other fellow. Our self respect and respect of others for us had increased enormously—full cooperation from everyone, with far less wear and tear on all. These and many others were the thoughts which raced through this reporter's mind. And although laughter was genuine and hearty and we had a grand time lampooning ourselves, basic truths were sober and thought provoking.

Individual credits for performances would be too lengthy to list. However, we stress the fact that Mr. Kopinski was solicited, agreed to, and did take part. We believe this worthy of mention as an indicia of democracy in action as it exists in our plant.

And, we must not forget Miss Anna Knapp.

Mr. Kopinski, acting as rotating chairman, smiling behind a bouquet of American Beauty roses, presented for



Meet new board members and officers of Granite City Steel Foremen's group (left to right—sitting): F. Pare; Roy Cress, president; R. Llewellyn, vice president; C. Graham, secretary; F. Pufalt, treasurer; C. Dudenhoffer; J. Huck; T. Doyle.



New officers and board members of Bendix Supervisors look on as John Poorbaugh, new president, receives gavel from Paul Barrett, past president. Left to right: Cliff Webster, secretary; Charles Rapp; Willis VanDerbeck, vice president; John Poorbaugh, president; Paul Barrett; Cecil Rodges; William Cowles; Robert Bloss; John Appleton, treasurer.

the club by Miss Kitty Kraske, made the award of an 'Oscar' in good Hollywood tradition to Miss Knapp.

Mr. Kopinski then called upon Mr. Evans and Mr. Letts of the Evans Company, and Mr. Hanney for brief addresses.

For us, this was an evening long remembered—an evening in which we may be excused in expressing great pride.—John Ostrowski.

Push house fund

Columbus, Ohio—Columbus Club salutes Ranco Inc. and Joyce California, Inc., bowling teams for their fine showing at the first annual NAF Bowling Classic at Detroit—particularly Ernie Spencer of Ranco "Owl Cards" keggers who came in fifth place in individual winners.

At April dinner meeting announce-

ment was made of the 4th annual Foremen's Club ball game at Red Bird Stadium, June 24. Surprise announcement was also made with reference to a Building Fund Project and members were informed a 1949 Pontiac will be awarded to a lucky winner at the game. Through this fund the Club expects to have a home of its own some day. Tickets will be distributed by James F. Sullivan, Club vice president and chairman of the Car Award Committee which consists of A. J. Sauve, Dewey Parris, W. P. Shultz, Richard Evans, Edwin Bazler, Elden Davis, R. E. Christin, C. W. Row, H. E. Earich, E. L. Knoebel.

Tickets for the ball games were distributed at the May meeting by Al Manring, chairman, Ball Game Committee, which is made up of Richard McClaine, Ralph Roof, Carl Clark, Robert Knodel, William Hof, Allyn Laird, Harry Carpenter, Joseph Hodapp, Ed



EDUCATION—Columbus (Ohio) Foremen's Club graduates (left —wearing badges) in Industrial Psychology and (right) in Production Control. "Congratulations, men."

Daily, Dusty Rodes, E. L. Knoebel. Valuable door prizes will be given between innings.

May dinner meeting, known as "Election Night," headlined Judge of the Supreme Court of Ohio, James G. Stewart, and had as co-chairman, J. W. Overstreet, president of the National Electric Coil Company, sponsoring company. During the evening 50 men received certificates of completion of course in "Labor Relations," led by Ray Woods of General Motors, Ternstedt Division; and 20 men were certificated in "The Use of Tests in Worker Selection" conducted by Bill Smylie, Ohio State Employment Service.

On April 22, some 500 members and their ladies toured the new Lustron Corporation plant to see modern production of all steel porcelain homes. Lustron recently sponsored 50 members into the club. They were royally entertained by the men representing Mr. Strandlund, president. — E. L. Knoebel.

Blaw-Knox orators busy

Blawnox, Pa.—"Loyalty" and "Human Relations" were topics presented by two members of the Club's Public Speaking group at its monthly dinner-meeting at Hotel Webster Hall, March 19. Harry A. Collins and James V. Flynn each delivered a ten minute address, stressing phases of employer-employee relationship, which are of such importance today. Included among 75 present were guests from National Tube Company Foremen's Club and R. F. Monsalvatge of NAF, who spoke briefly.

J. Gordon Wills, program chairman, announced Robert Morford, vice president of the School Board, Verona, Pa., for April, speaking on "Water—Its Relative Importance in our Modern Civilization." Mr. Morford spent eight years in the middle east where scarcity of water is an important factor in the economy.

Plans for the annual summer picnic in July were announced and tentative arrangements have been completed for next season.—M. E. Olson.

ACF men in leader confab

Berwick, Pa. — Representatives of American Car and Foundry Company have just completed a week long program consisting of Conference Leadership Training fundamentals, principles of human relations, and conferences on critical management problems in industry.

The program was conducted under the direction of William Levy, manager of education for The National Association of Foremen and educational editor of MANAGE Magazine. Approximately 35 men took part in the afternoon programs which consisted of Principles and Practices in Leading Conference or Discussion Groups. Evening sessions were open to all administrative personnel.



American Car and Foundry representatives who recently finished a week-long project in Conference Leadership Training fundamentals conducted by MANAGE Educational Editor William Levy. Evening sessions, open to all administrative personnel, averaged 400 nightly in attendance.

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nel and averaged approximately 400 each night.

Participants included: Theron Bardo, Jr., assistant foreman, M. J. Barrett, chief engineer (Die & Tool Design), Kenneth Barth, senior production analyst, David Bittenbender, assistant foreman, all of Berwick; John Blazich, assistant to superintendent (P. C. Dept.), St. Charles; H. J. Calamai, supervisor (Prod. Planning and Control), W. P. Claus, superintendent (Large Wheel Foundry), George Doll, foreman, E. H. Gensel, superintendent (Forge Dept.), all of Berwick; Albert Goldendecker, local engineer, Chicago; R. E. Harter, general superintendent (Freight Car Div.), Berwick; Alfred Henning, assistant to general superintendent, St. Charles; G. L. Holt, industrial engineer and G. O. Isaac, superintendent (Freight Car Div.), Berwick; J. L. Johnston, supervisor (Personnel and Safety), St. Louis; H. P. Klair, general superintendent (Stores and Yards), L. E. Madsen, methods engineer, H. K. McAllister, superintendent (Soft and Mine Wheel Foundries), of Berwick; D. J. McCullough, supervisor (Prod. Costs and Labor Est.), Chicago; G. F. Montague, supervisor (Employment), Berwick; Fred M. Robinson, personnel manager, Chicago; R. M. Smethers, general superintendent (Pass. Car Div.) and E. R. Steiss, supervisor (Overhead Cost Control), Berwick; James H. Vaughn, assistant general superintendent, St. Charles; G. A. Vit, safety supervisor, St. Louis.

Observers included: John Buffone, committeeman LU No. 1864, Berwick; W. D. Dowdy, assistant to vice president (l/c Prod.), New York; R. W. Hart, superintendent (Machine Shops and Tool Room), M. L. Keyser, personnel manager, John Lipvosky, president LU No. 1846, all of Berwick; A. J. Seery, Prod. Dept., New York.

"Guardians of the Corporate Conscience" was the interesting topic of Alabama Power's Vice President L. M. Smith addressing Acipco Supervisors Club at Birmingham.



City Editor Harry Reutlinger of Chicago Herald American addresses Chicago Rawhide Management group—the daily's Columnist Roy Topper (right) and Rawhide's Jim Barbour listen attentively. Newsman covered interesting highlights in his newspaper career. Management groups should program more of these red-blooded Americans from the news world. (Photo by Geo. Ganshirt.)



'Football' coaches foremen

Columbus, Ohio—At M & R Dietetic Management Club's March meeting, Ernie Godfrey of Ohio State football coaching staff spoke on "Training a Team." Mr. Godfrey gave an interesting comparison between training men for a football team and training employees for an industrial team—pointed out that tactics used as "football foreman" to mold a winning team are similar to methods in shaping a smooth working production team.

To conclude the enjoyable evening, Mr. Godfrey talked football—past, present, and future—to us rabid Columbus fans and showed a movie based upon the highlight plays of the 1948 O.S.U. football games.—Richard Stoltz.

Wood county hear foreman

Parkersburg, W. Va.—Wood County Foremen's Club in their meeting April 4, had the pleasure of hearing Harrison F. Maynard, plant foreman of Island Creek Coal Co., Holden, W. Va., who chose as his subject "The Human Econo-mical Seismograph."

He told the group that war has destroyed millions of people's lives and exhausted half the world's wealth, particularizing that the human seismograph does not properly record the shock to society. He stated that honesty and initiative are two springs which hold the vertical pendulum in the human seismograph. He further emphasized that if these two are not properly balanced, then the pendulum is also thrown out of balance. He was introduced by Madison Grant, Program Committee chairman.—H. E. McCoy.



As Pittsburgh Screw and Bolt foremen put on a "Ladies Night."



As NAF National Director Paul A. Paul installs new President Martin Gilbert at Pittsburgh Plate Glass' Brush Division, Baltimore.

Pittsburgh Plate installs

Baltimore, Md.—The evening of March 16, the Management Club of the Pittsburgh Plate Glass Company Brush Division held its annual installation of officers. Ceremonies were held in the Wedgewood Room of the Emerson. National Director Paul A. Paul presented the gavel to new President Martin Gilbert. Other new officers are Orville Steffee, vice president, Wallace Wilson, secretary, and Gerald V. McDowell, treasurer.

Members brought their wives or sweethearts and danced to the music of the Baltimore Sultans, whose leader is the Brush Division's chauffeur, Earl McRae.

The three 'shops' defined

Pittsburgh—President H. B. Higgins of Pittsburgh Plate Glass last month saw to it that his men understand the difference between the three types of "shops" as involved in pending labor legislation in Congress. He gave each a copy of these definitions:

Closed Shop—If you are an employer, you are limited in your right to decide who will work for you or for how long.

If you run a union, you have the right to decide who will work for whom and for how long.

If you are a worker, you are limited in your right to decide for whom you will work or for how long.

All this is because in a Closed Shop the worker must be admitted to the union before he can be employed and must be fired by his employer if the union decides he is no longer in good standing in the union.

Union Shop—If you are an employer, you can decide who will work for you but you are limited in your right to decide for how long.

If you run a union, you cannot decide who may work, or for whom, but you can decide for how long.

If you are a worker, you are not limited in your choice of whom you will work for but you are limited in your choice as to how long.

All this is because in a Union Shop the worker need not be admitted to the union before he is employed, but he must join shortly after employment and his employer must fire him whenever the union decides he is no longer in good standing with the union.

Dues Shop—If you are an employer, you can decide who will work for you and how long.

If you run a union, you cannot decide who may work, or for whom, or for how long.

If you are a worker, you can agree for whom you will work and if, after you are employed you pay an initiation fee and regular dues to the union, you will not be fired on the demand of the union even though the union decides you are in bad standing.

All this is because in a Dues Shop the worker does not have to be admitted to the union before he can get a job and will not be fired on the demand of the union except for failure to keep his dues paid. He can decide for whom he will work and for how long; but he cannot decide to take a free ride on the union which bargains with his employer for his wages, hours, and working conditions.

The employer who wants the Dues Shop wants the right to pick his employees and keep them so long as the jobs last; but he accepts the union as their bargaining agent and agrees that the union should collect an initiation fee and dues from all his employees.

Of the three, the Dues Shop is the only legal shop since 1947, when the Taft-Hartley Act was passed by Congress.

The employer who thinks there is little, if any, difference between the Closed Shop, Union Shop and Dues Shop and opposes all of them probably has not accepted Unionism.

The union which opposes the Dues Shop and demands a Closed Shop or Union Shop wants something more than the right to bargain for wages, hours and working conditions and probably has not accepted Management.

Coal group hears educator

Omar, W. Va.—West Virginia Coal & Coke Management Club sponsored an address by the noted educator, Dr. L. Riggleman, president of Morris Harvey College, Charleston, W. Va., on February 27.

Dr. Riggleman based his address upon the ever present troubles and worries of today. Speaking philosophically, the speaker said: "Amidst all of today's troubles and prospects of the future, it is much better for us to go on living, working, believing, and

hoping that He who created us in the beginning will have some provision for us in the ending. And come what may, man is most sure to die if he backs off from these forces and quits. In the adventure ahead is life itself, and in life we are somewhat like a tight-rope walker—the minute you cease to walk, you fall."

This meeting was opened to the public by the Club and the address received many favorable comments.

Grayson honors Lewis

Lynwood, Calif. — Grayson Administrative Conference bade farewell to an old friend at their meeting, at Rudis' Italian Inn, March 22. Occasion was designated "Joe Lewis Nite" and marked retirement from Grayson Controls of Joe Lewis, assistant sales manager. Joe, who has been with the Robertshaw-Fulton Controls family for 15 years, and with Grayson Administrative Conference since its inception, will be sorely missed by his many friends.

In appreciation of his services, Joe was eulogized by several officers of the Club and presented by the G.A.C. with a fine wrist watch, a box of cigars, a caricature of himself signed by all members, and a gold certificate of life membership in the Club.

A fine dinner was served—entertainment provided by a barber shop quartet. T. T. Arden, executive vice-president of Grayson Controls, spoke on



"Joe Lewis Nite" at Grayson Controls (Robertshaw Fulton) as assistant Sales Manager Lewis retires from service.

"Business Trends." J. E. O'Hagan, executive vice-president of Allied Record Co., and a former active member of G.A.C., spoke on "Labor Relations."

Continuing the new innovation "Mug O' the Month," Mary Hansen, Frieda McIntyre and Don Thorpe were honored, receiving their mugs along with interesting biographies by Tom Pender. Introducing a new incentive for attendance at meetings, the Program Committee presented a drawing for a \$5 door prize—won by Kenneth Moorman.

After a pledge of allegiance to the flag, the meeting adjourned.

Zenith scans legislation

Detroit: April meeting of Zenith Management Club was held on the 11th. Taking full advantage of the excellent facilities furnished by the Detroit Turners, members first enjoyed a wonderful dinner, then reassembled in the club's auditorium where they heard a very instructive talk by guest speaker of the evening, Kirby E. Wilson, of the legal staff of Great Lakes Steel Corporation.

Mr. Wilson has been much in Washington, is brim full of knowledge on all phases of proposed and pending legislation in Congress affecting American Industry. We heard some startling facts and we want to relay this bit of pointed advice that Mr. Wilson gave us. Make it your business to study these proposals—then send your personal opinion to your representative in Congress. Mr. Wilson states that every member of Congress is extremely anxious to find out what the folks back home are thinking about these important matters.—Rhoderic Worden.

Start rating contest

Los Angeles—North American Aviation Supervisory Club added a new item of business on their regular agenda starting with March 25 meeting. Each month through a company departmental rating system all manufacturing departments will compete for the best record. The winning department's entire supervision including staff, liaison, and leadmen (not eligible to belong to the supervisory club) will be guests at the monthly meeting of the supervisory club. At the March 29 meeting, January winners Department 22 and February winners Department 24 were entertained. A total of 28 were guests.

It was felt by both the club's board of control and the company's top management that the additional recognition would not only arouse interest in

the monthly ratings, but add incentive for the leadmen who are just starting "on their way up" and are not eligible for club membership.

Following the dinner, a short business meeting and show, a movie, "The Palomar Story," was shown. The picture showed the construction and assembly of the world's largest telescope on Palomar Mountain.

April meeting: Semi-annual Ladies Night—a dinner dance on April 29.—Buzz Holland.

"Now, James," said the English teacher, "give me a sentence using the word 'archaic'."

"Archaic," replied James. "We can't have archaic and eat it, too."



Steel makers before the turn of the century were these pensioned foremen who were among the 25 retired supervisors honored by National Tube Management Club of Lorain, Ohio Works at its March meetings. First row, left to right: C. R. Bumbaugh, P. H. Austin, Herman Nivus and Max Deitch. Second row: E. G. Braun, Thomas Jones, J. H. Hochstein, J. A. Daniel, O. C. Milliken. "Congratulations on a splendid club gesture."

Honor pensioned foremen

Lorain, Ohio — National Tube Management Club entertained 25 pensioned supervisors at its March dinner meeting. A lot of steel making history was represented in this group, 11 of whom worked for this or other affiliates before the turn of the century. Total service of the 25 pensioners was more than 1000 years, average of 40 years each.

The pre-1900 group were real pioneers in a day when Lorain Works, which now employs 12,500 and has the world's largest pipe mill, was centered around a Bessemer converter and rail mill. The plant was founded in 1895 by Tom L. Johnson of Cleveland as the Johnson Steel Company.

Docks Superintendent E. L. Kirkpatrick had charge of the March program, which emphasized the importance to the industry of docks activities and Great Lakes shipping.

L. F. Sattelle, assistant general superintendent, accepted a trophy won by Lorain Works bowlers for the largest turnout of teams at the NAF tournament in Detroit, and recognition was given to the Blast Furnace team which placed "in the money," and to John Gardner, Rolling Mills foreman whose 275 was single-game high for the tournament.

The Lorain club claims as its own the "Steel Blenders," a top-flight barber-shop quartet, which was a regional winner in the 1948 competitions and which sang at the March meeting. Three of the four members of the quartet are National Tube Company supervisors and Management club members. The quartet includes Stanley Brobeck, William Jahn, S. D. Lynn and John Lambie.



Several of the Department 22 and 24 "Rating System" winners as guests of North American Aviation Supervisors—March in Los Angeles. Over 400 members attended.

MANAGE May 1949

Manitowoc Shipbuilding Company

Manitowoc, Wisconsin

The "turn of the century" old-timers attending the reception for pensioned supervisors were J. A. Daniel, P. H. Austin, W. H. Schwan, O. C. Milliken, E. G. Braun, Karl Hoffman, J. H. Hochstein, C. R. Bumbaugh, Herman Nivus, Thomas Jones, Max Deitch.

Other retired supervisors present were W. H. Moos, A. R. Proctor, Harry I. Orton, H. B. Stone, George Gibson, D. J. Ryan, W. J. Plato, W. F. Charlton, J. M. Bell, C. Hays, W. H. Thomas, Stead Booth, J. A. Foreman, O. L. Ber-
rington.

Oldest present was Deitch, 81 years old and father of B. B. Deitch, present club secretary.

Robert R. Englehardt is president for the current year, with Clarence Marsh as first vice-president, S. D. Lynn, second vice-president, and James Kelley, treasurer.

The club is in its third year and has sponsored a wide variety of activities ranging from educational programs to bowling, golf, boxing shows, Christmas parties, baseball and football trips, plant visitations, special social events for the ladies, and picnics.

The 1948 Christmas party for the children of plant supervisors was held in the high school auditorium and attended by 1,000 parents and children.



Jack Graney, Cleveland radio broadcaster, gave a baseball talk in February, 1949, before an audience of 221 foremen, high for the year.

All activities have been attended with unusual success, which club officers credit to the work of sub-committees, board of control and booster foremen, including representatives of all sections of the mill.



TOP BOWLER CONGRATULATED—John Gardner, high single-game bowler in NAF bowling tournament in Detroit, with a 275, is congratulated by L. F. Sattelo, assistant general superintendent of Lorain, Ohio Works of National Tube. Gardner is a Rolling Mills foreman.



The "Steel Blenders," so named because all are employed at Lorain Works of National Tube Company, have been rising rapidly as one of midwest's leading barber-shop quartets—appeared at March meeting of National Tube Management Club at Lorain. Left to right: John Lambie, William Jahn, Stanley Brobeck and Sidney D. Lynn. "Nice going, men."

Oliver hears churchman

Cleveland—The February meeting of Oliver Cletrac Management Club was addressed by Rev. Francis B. Sayre, Jr., of St. Paul's Episcopal Church, East Cleveland. Reverend Sayre, grandson of Woodrow Wilson and son of one of America's outstanding diplomats, delighted his audience of over 70 members and guests by humorously recounting some of his experiences as Navy chaplain.

His speech had its serious side too—built around the central theme of how to make a man feel a greater pride in the value of his own particular job. He emphasized the fact that men work better when they can see the relation of their jobs to the finished product. He pointed out that it is the job of both management and labor to make sure that the shoe of American progress is not lost because of a disinterested job done on a nail.

Five new members were accepted into the club at this meeting. They were C. Dick, Elmer Englehart, George Ferguson, George Homa, Edward Sandman.

The meeting was held at the Lake Shore Country Club.—L. D. Ogle.

Sylvania host to ladies

Emporium, Pa.—In February, about 75 members of the Sylvania Foremen's Club and their ladies attended the Annual Foremen's Club Ladies Night. The affair was held in the Episcopal Parish Hall with an excellent dinner served by St. Hilda's Guild of the parish. Dancing to a popular local orchestra followed and some very good entertainment was enjoyed by all. Entertainers were secured through the Radio Artists' Entertainment Service of Pittsburgh. Included were Faye Parker, a singing and whistling star of KDKA and the networks, and "Arabella" who has appeared on leading theatre circuits. These two proved themselves to be real "show stoppers." "Arch" McCann, vice president of NAF, did an impromptu "Gauchito Act" which "hit 1000 on the applause meter." Group singing was led by Al Francis, who along with members of his committee, deserve a vote of thanks for the effort. Before leaving, each of the ladies was presented with a souvenir—a potted plant in a novelty china holder.—W. F. Eversmann.

Begin plant tours

Marion, Ohio — Marion Foremen's Club held its regular meeting March 1. Howard Mumma, Toledo, spoke on "The European Arena," which was presented in a forceful manner. Mr. Mumma just returned from a nine week's tour of the European capitals, London, Paris, Rome, Warsaw, Prague, and a special tour through Germany and Austria—made a study of effects of socialism on Eng-

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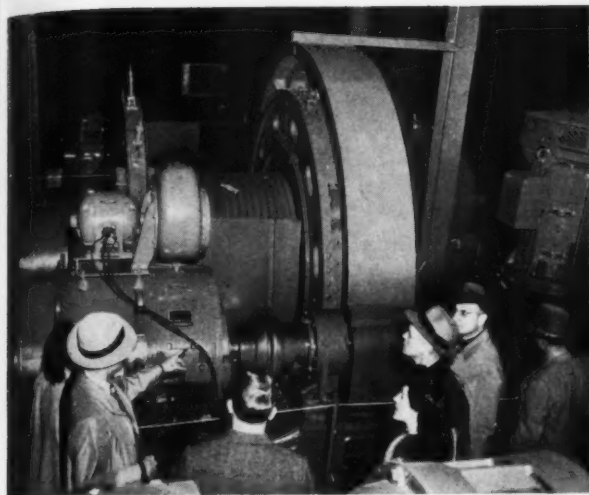
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MANAGE



Among the 300 members and their ladies of the Marion (Ohio) Foremen's Club as they inaugurated their first of plant visitations—this one at Marion Power Shovel Company. At left: hoist motor and assembly for huge 45 cubic-yard shovel; right: hoist drum assembly for 3 1/2 cubic yard shovel.

land, communism in European countries, and various other "isms" which some would have us try in our country.

On March 21, Club members and their ladies made their first plant visitation. Three hundred toured the Marion Power Shovel Company, maker of the world's largest power shovels. They had under construction a 45 cubic

yard shovel—too large to assemble in any building the company has, but they had the machinery deck set up and operating so everyone could see the main units which comprise these giants. It requires a train of 55 cars to move one from the plant to the field where it is set up with a stiff-leg derrick.

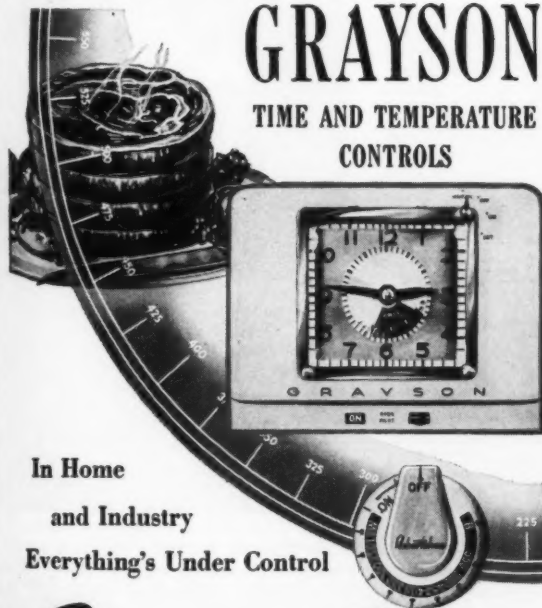
After a tour through the different

departments, visitors were taken to the plant auditorium where a motion picture showing all different types of machines in operation was shown. The Marion Power Shovel Company is to be commended on the way they handled this visitation which was enjoyed by everyone.—E. M. Breithaupt.

MANAGE for SAFETY

ROBERTSHAW GRAYSON

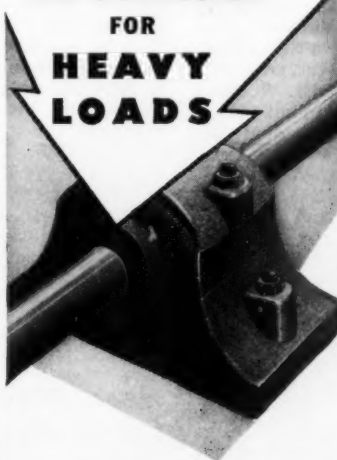
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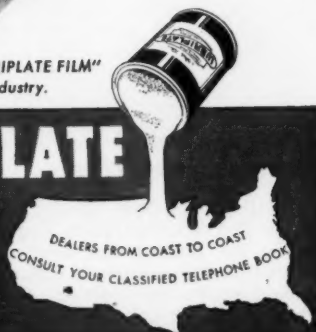
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MANAGE May 1949



Douglas Management Men of Santa Monica, California, listen to World Traveler Lecturer Dr. Frederic P. Woellner on "Personal Adjustment in this Ever Changing World."

Douglas hears Woellner

Santa Monica, Calif. — Douglas Management Club (Douglas Aircraft Company) held its third meeting on March 10, welcoming as an honored guest, Ed Seits, NAF director. Since their charter meeting on January 13, the Club has taken in 48 new members, making their total 186. The Indoctrination Committee has found its practice of holding meetings prior to the regular meeting and the assistance of visual aids in such orientation very successful.

The Club had the pleasure of an address by Dr. Frederic P. Woellner, world traveler and educator now with University of California. Dr. Woellner spoke on "Personal Adjustment in this Ever Changing World"—pointed out that change today is no more pre-dominant than it has been or will be—expertly substantiated this fact by references to history, psychology, philosophy, political science, literature.

Finishing touch was showing of the recently released film "Skydrol"—presenting a non-inflammable oil adding greatly to airplane safety. The signal "full steam ahead" is evidenced in the way officers and club members have applied their active interest in making this venture a success. There are already many arrangements made for exceptional meetings, combined meetings with other clubs, visits to other plants, sponsoring of scholarships—all leading to unification of management men.—C. F. Dennis.

Business brevities

Pittsburgh—Awards totalling \$500 went to Dravo Corporation employees recently for writing the best papers submitted in the company's 10th annual technical papers competition. Winners were Orval Auhl, general superintendent, Contracting Division (first prize); R. D. Darrah, Machinery Division engi-

neer (second); G. J. Green and D. H. Marlin of Weld Engineering Department (third). Seven additional honorable mention awards were made.

Buffalo—On April 1 Carborundum Company assigned J. H. Denton as manager, Sales Administration, Home Office—succeeding D. S. Masson, newly assigned as assistant to district sales manager, Detroit, as previously announced.

R. P. Colosi, office manager, Buffalo District Sales Office, has been appointed office manager, Cleveland District Sales Office, to succeed H. P. Erbe, now office manager at Pittsburgh. H. E. Morrill, supervisor, Branch Inventories, has been promoted to office manager, Chicago District Sales Office, to succeed R. J. Nemec. R. J. Nemec has been appointed office manager, St. Louis District Sales Office, to succeed A. L. Fischer, who will be assigned important duties with the St. Louis Office organization.

MANAGE for SAFETY

Hear Wayne Pump official

Fort Wayne, Ind.—Installation of officers for 1949 was held at the March meeting of The Magnavox Club, with Edwin M. Foster accepting office of president and receiving the gavel from outgoing President Ray J. Yeranko.

Others to take office were R. C. Newell, 1st vice president; V. De Witt, 2nd vice president; K. Buracynski, 3rd vice president; L. J. Tholen, secretary; W. V. Alt, treasurer.

E. J. Gallmeyer, vice president of the Wayne Pump Company of Fort Wayne, was guest speaker and delivered a keynote address entitled "The Land is

Fat" to the large group of attending members.



"The Land is Fat" was intriguing topic of Wayne Pump Company's Vice President E. J. Gallmeyer shown addressing Magnavox Foremen in Fort Wayne, Indiana.

Great Lakes chorus a hit

Detroit—Making its first formal appearance as a singing organization, the Great Lakes Steel Management Club Male Chorus scored a distinct hit at a concert presented at the River Rouge high school auditorium, March 12. Approximately 700 heard the 22 choristers in a varied program that appealed to everyone. Under expert direction of John W. McKenzie, formerly of the music staff of station WJR, and G. A. Faunce as accompanist, the boys dis-

played a talent that ranged from catchy barbershop melodies and spirituals to dignified religious numbers.

The chorus opened the program with an old college tune, "Aura Lee" and followed with "The Rangers Song," Bill Egland doing the solo. "Cool Waters," featuring Kenneth Withey as soloist, was one of the outstanding hits. A group of barbershop numbers included "In the Evening by the Moonlight," "Coney Island Babe," "Dear Old Girl," "After Dark." Jimmy Kerrigan drew a heavy round of applause with his rendition of "Clancy Lowered the Boom," with assistance from the chorus.

The final group of numbers included Malotte's "Lord's Prayer," "Ezekiel Saw De Wheel," Fred Waring's arrangement of "Dry Bones," and the "Battle Hymn of the Republic."



Great Lakes Steel Management Club Male Chorus in its first formal concert at River Rouge high school auditorium, March 12. John W. McKenzie is director, G. A. (Jerry) Faunce accompanist. Singers (left to right): J. E. Thompson, Paul Baker, E. J. McElwee, J. D. Hanesack, Charles Eddie, Robert Gougeon (hidden by the director), Arthur Korn, Kenneth Withey, Dwight Rehtop, L. A. Fitzgerald, James Kerrigan, A. D. Shattuck, Edward Rushman, George H. Rupert, Lawrence Egland, John Yoxall and William Egland. "Congratulations men on a fine community relations activity."

Worthington plays host

Buffalo — Worthington Foremen's Club again took great pleasure in contributing to friendly relations amongst the Western New York District foremen's clubs. On March 22, we conducted a plant visitation and dinner at Buffalo Works with 275 foremen representing eighteen area companies attending. Included were NAF members from Acme Malleable, American Brass, Barcalo Manufacturing, all Buffalo; Carborundum, Niagara Falls; Colonial Radio, Buffalo; Dahlstrom Metallic Door, Jamestown; Despatch Shops, Rochester; Doehler-Jarvis, Batavia; Harrison Radiator of Lockport and also of Buffalo; Pratt & Letchworth, Buffalo; Sylvania Electric, Batavia and Symington Gould, Depew.

Also included in the group were prospective members from Bufovak, divi-

sion of Blaw Knox, and Metal and Alloy Specialties, Buffalo; National Battery, Depew; Spaulding Fibre, Tonawanda and Westinghouse Electric, Buffalo.

Guest speaker for our April meeting: Morton Levy, vice chairman of the Americanism Program of American Legion and chairman of the Subversive Activity Committee—subject: "Communism."—Carl Kaufhold.

ACF-Brill hears official

Philadelphia—L. M. DeTurk, general manager of Parts Sales and Service for ACF-Brill Motors Company, addressed the Supervisor's Association at their regular meeting at Darby Moose Hall, Darby, Pa., March 5.

DeTurk outlined the overall organization of the Parts Sales and Service

Department and its important relation to other major departments. He cited need for lowering his departmental expense in line with recent company-wide reductions in personnel due to lagging bus sales, yet maintaining sufficient personnel to cope with the increasing demand for bus parts as present equipment in the hands of bus operating companies begins to age.

The Brill Service Department is finishing a recent building improvement program at the Philadelphia plant designed to reduce the lead time required to process service parts for shipment, and is working on an improved IBM set-up which will speed up clerical work. DeTurk was introduced by James A. Brooks, Jr., chairman, Program Committee.

DeTurk's talk was preceded by a business meeting during which proposed changes to the Association's by-



Some of the 275 foremen representing 18 companies in Western New York who were guests of Worthington Pump's supervisors, toured their Buffalo Works. In small group (left to right-front): President Dean Page of Doehler Jarvis Foremen's Club, Batavia; Bernard Howe of Harrison Radiator Foremen's Club, Buffalo; President Sidney Hanneman of American Brass Foremen's Club, Buffalo; President Joseph Mache of Pratt & Letchworth 1848 Club, Buffalo; President John Frank of Worthington Pump and Machinery Foremen's Club, Buffalo; President Hartley Eaton of Carborundum Foremen's Club, Niagara Falls; (back row) Benson Willard (face ob-



scured) of American Brass Company; President Alvan Fernberg of Dahlstrom Metallic Door Foremen's Club, Jamestown; President Howard Bolton of Harrison Radiator Foremen's Club, Buffalo.

Included in other visiting groups are men from Colonial Radio, Sylvania Electric, Westinghouse Electric, Pratt & Letchworth, Doehler-Jarvis and Worthington Pump. "Congratulations to Worthington on their cooperation toward better inter-supervisory relationships."



General Manager L. M. De Turk (Parts and Service) addresses Supervisor's Association of ACF-Brill Motors Company at Darby, Pa.—outlines his division problems.

laws were voted upon. Refreshments were served at the conclusion.—A. D. Cobb, Jr.

View Notre Dame plays

South Bend, Ind.—The March gathering of The Oliver Management Club took place on the 17th, Bronzewood Room, LaSalle Hotel. One hundred and thirty enjoyed a fine dinner and entertainment.

Since the meeting was held on the Feast of The Irish Saint it was felt appropriate to draw from "The Fighting Irish" of Notre Dame such talent as was available. Through the able assistance of their Glee Club leader, Professor Pedke, we obtained a pianist, quartet, and a character imitator worthy of professional classification. Movies of highlight plays of Notre Dame games of 1948 were shown, narrator being Jim Martin, All-American end and co-captain of the 1949 team. All the boys were guests at the dinner.

On March 28, the Club officers and directors met and selected the following committee composed of Messrs. S. W. Rybicki, O. L. Hubbard, W. J. Parrish and C. G. Johnson, as nominating group to choose officer candidates for 1949-50. They will present two men for each of the officers' positions. Bal-lots will be distributed and officers

elected will be presented at the May meeting. Two directors were also chosen to fill unexpired terms: Messrs. E. Votaw and J. E. Guendling.

On April 2, Messrs. Peterson, Drain, Bussee and Votaw attended the Chicago and Conference. At our April meeting, Simon Davidian, an authority on the "Near East—traveler and educator"—spoke on "What Russia is trying to do." Mr. Davidian has been an observer at the U. N. Council during



After a job well done, these men retire as officers of Oliver Management organization at South Bend, Indiana. From left: J. E. Drain, vice chairman; A. E. Peterson, chairman; V. J. Slack, secretary-treasurer.



Charles Crawley, past president Foremen's Club of Cincinnati, congratulates new Treasurer John Boebinger as he installs new officers of Formica Foremen Business Club. From left: Mr. Boebinger; Al Geverts, secretary; L. Eckel, vice president; Robert Fromme, president; Charles Crawley.

1946. Was in Prague in 1947 and in Palestine and Near East during the winter of 1948-49.—J. E. Guendling.

RESOURCEFUL FOREMAN

"You sit at this table, Miss Jones," the foreman of a local factory instructed a girl who was starting a job as instrument tester. "Put those audiophones over your ears. Turn this rheostat handle until you hear a distinct oscillation. Then, place the amplifier diaphragm over these five points on the piece you are testing. If the oscillations are interrupted, the piece is to be fully rejected."

The girl looked blank.

"I don't get it, Boss; you'll have to repeat the instructions."

The foreman had a modern daughter himself. He changed his style—like this:

"Well, honey, here's the dope. You put these doohickies over your beezee and turn this gimmick till you're on the beam. Then you put this gadget over these thingamajigs; if the noise runs off the groove, the job is not solid. Are you hep?"

This time she was.—Robertshaw Symbol.

Formica installs officers

Cincinnati—On March 3 new officers of Formica Foremen Business Club were installed by Charles Crawley, past president of Foremen's Club of Greater Cincinnati, at a dinner meeting at the Masonic Temple. Installed were Robert Fromme, president; Larry Eckel, vice president; Al Geverts, secretary; and John Boebinger, treasurer.

Charles Burrage, secretary of Lunkensheimer Company, was the guest speaker. His address "Pilgrims, Peasants and Profits" proved extremely interesting and very enlightening.

D. J. O'Connor, Sr., president of Formica Co., and George Clark, vice president (Engineering), in addressing the group lauded the club and splendid spirit of the members.

Karl Kuhn, retiring club president, was presented a miniature gavel in appreciation for his untiring efforts the past year.

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Reading tips

Dayton, Ohio — If your son or daughter is selecting a career you may wish to get the "Occupational Outlook Handbook" sending \$1.75 to the "Superintendent of Documents, Washington, D. C." Originally prepared for veterans, it surveys nearly 300 occupations, professions—covers training and qualifications, prospects of securing certain jobs, and advancement chances.

A free booklet on "The Chemistry and Control of Fire"—explains what fire really is and what are the essentials of fire. Should help prevent them through improved understanding. Address: Advertising Department, Fyr-Fyter Company, 221 Crane St., Dayton 1, Ohio. . . . For free copy of Radio Commentator Henry J. Taylor's April 11 broadcast explaining "proposed changes in the Taft-Hartley Act affecting foremen" write: H. E. Stahl, 11-205 General Motors Bldg., Detroit 2, Michigan. "Thanks, Henry Taylor!"

Wage Table From Page 7

responsibility. An efficient distribution of the purchasing power means that the flow of production, the trade of my products for yours and yours for mine, must be continued in an organized way.

The main responsibility that I emphasize is one we have been unwilling to talk about—in years past. It is the responsibility which we rejected and denied, the responsibility which we have declared no one has a right to impose upon business or the management system.

Fifty years ago in times of depressions there were a few bread lines, not many. There was a little difficulty in getting fuel. The railroad workers couldn't turn to anything else and make jobs for themselves, but where there was a curtailment of production and a curtailment of employment, the great mass of the workers in those days could do something about it. They could dig a little deeper and sample a little more generously in their own gardens at home.

"I Can't Make a Job for Myself . . ."

I must confess that if I faced those circumstances, I have no skill that would enable me to make good mouse traps, no ability to go out and sell them from door to door to alleviate my own plight. I can't make a job for myself and neither can the millions of others who are on the wage earning list today. If 10,000 men are laid off in the automobile factories in Detroit, they cannot go home and start building cars and peddling them around the street. The very things that we use, the quantities in which we use them, and the way they must be distributed in our modern way make it impossible for the individual to make for himself an independent place in this structure. When his name goes off the payroll he is as nearly helpless as any economy can make a man.



Speakers table at annual "Ladies Night" of B. F. Avery Company foremen in Louisville. From left: Mrs. Lambert; Al Watkins, club president; Mrs. Watkins; P. H. Noland, company president and guest speaker; Mrs. Noland; Ben Phiester, club vice president; Mrs. Phiester; Norman Lambert, club secretary. Harry Hand, not present in photo, is club treasurer.

All of this leads us to this fact that we must face: that out of our 60,000,000 work force in America nearly 50,000,000 must have work on someone's payroll. They must receive pay or starve. This leads us very close to the point at which I think we have failed to demonstrate "the joining of the interests of those who work for wages with those of all members of the management team from first line supervisor to chairman of the board."

How does a man get on a payroll? We went through a rash of legislation recently—attempted legislation, called full employment laws. In these it was mandatory upon business enterprise to provide enough jobs for everybody—and if it failed, government was to step in and either lend money to the business enterprise or provide the jobs itself. It was my duty to stand with my associates against a very bitter drive for such legislation in California. This legislation said in essence that if at any time the management of the business economy of the state did not provide full employment, the state would guarantee to every member of the work force a full time job, to be paid for out of the taxpayers money, naturally. Silly and childish, of course, and not enough people agreed with the proposed legislation to get it enacted; but it keeps popping up every year and in Congress again this year. Someday it may pass, someday it will pass, if the condition it attempts to cure becomes prevalent.

In the battle against that kind of legislation the attitude of the business community has been that it is outrageous, that it is nonsense to place a duty on business to provide jobs for everybody. Nobody promises a job to everybody. It's up to each man to get his own job. Fifty years ago a man could get his own job. It mayn't have been the best job in the world but he could muster some ideas, some skills, some abilities, that enabled him to weather the storm. We have made that impossible by the development of our modern, complex industrial civilization. Today he must have money coming to him in the form of a paycheck or a relief check or an unemployment insurance check while that lasts.

"Jobs for Everybody . . . How?"

We have gone too far in denying that responsibility. We have gone too far in shrugging off the obligation that

rests upon the management system to provide jobs for everybody. If we are going to be trusted as a management system that can continue to operate our economy, that is one of the things that we must do in order to retain that trust. Now how are we going to do it?

The board of directors of your company cannot create a hundred additional jobs by issuing instructions to hire a hundred more workers. They may have money enough to pay them for a month or six months or a year, but they can't create jobs that way. One very simple truth in the picture could do wonders if it could be realized by all of us in the management team, if we could realize it and sincerely accept its consequences and implications. Then if we could agree on it with those who represent the employees, and with the employees themselves in American industry, I personally should feel much more assured about the outcome of industrial relations in the year 1949. That simple truth is: The management of any enterprise is the group of people who have been "selected" by the workers of that enterprise [as they applied for jobs] to sell products of their services to someone else.

The men who work in the woods falling and bucking, loading, decking, trucking, can't use the logs they produce. Nor can they take those logs out and peddle them or trade them for bread or clothes or anything else. The result of the day's work of a logger must be sold in some distant market and in some vastly different form, but it must be sold or there is no job for that logger. Today, in that and many other industries we are facing a situation where sales are not keeping pace with the need for providing jobs. Over the conference tables in ten thousand negotiating meetings this year there will be bitterness, distrust. There may even be agreements at the conference table which may be overthrown by the rank and file followers of those who speak for labor, because they will not believe their officers have done the right thing for them in this year at the end of inflation's cycle. Almost all this could have been avoided if we had taken the time that was ours, if we had caught the vision in time, so that the last man on our payroll would know this function of management. He could have seen management as the agent to sell his services to a customer he has never seen and never can see, to a

customer whom he can not sell—an agent to combine the results of his work with the results of the work of thousands of others, to put it in salable form.

Not a Clash Between Workers and Management

As long as the management system can sell the products of the jobs, it can create the jobs to make those products. When it fails it cannot create jobs nor maintain jobs it now has. We are facing a critical year in 1949. I know it is true in every industry. We are facing a time when the so-called marginal employer has been restored to his status of being marginal. This year the great middle class of employing organizations are looking at their hole cards, knowing there is no more opportunity to add to inflation by distributing more purchasing power through the paycheck with one hand and raising prices to customers with the other. It can no longer be done, so there is a clash of interests that we may as well frankly face, but it is not primarily a clash of interests between those who work for wages and those who constitute the management system. It is a clash of interest and a difference of intention between those who work for wages and the customers who must provide those wages. As we go into labor conferences this year, can we be calm enough and sure enough to tell this story? Can we be conscious of the fact that management has no jobs to offer and no wages to pay except as it sells the products of those jobs to customers by the millions? If we can calmly, intelligently, tell that story in the conference of 1949, I hope and believe that it will be understood and believed. I believe that the job would be immensely easier in 1949 if this understanding had been admitted by us in management five or ten years ago. If it had been passed on to those who work for wages as the very essence of the American economy our task would be easier this year.

Let me now explore just a few things that seem to deny the rightness of this thesis. In the early '30's the management system apparently had fallen down because of its failure to engineer the distribution of purchasing power. Purchasing power dried up in great areas. A near panic resulted. Customers stopped buying. When customers stopped buying, payrolls froze up, and men by the millions almost into tens of millions had no jobs. But they lived. Some had direct relief but many got jobs that we called WPA. Was that not evidence of a creation of jobs without selling anything? What had the customer to do with creating WPA jobs? I'll tell you what he had to do with it. You haven't paid your bill yet, but you will as long as you live. You bought some of the finest gilt-edged leaf-raking in '32, '33, and '34 that the world has ever seen—but you bought it. No government in the world can put men on its payroll except with the consent of the "customers" who pay the bill. No government in America in those years of 1933 and '34 built up those organizations of WPA and PWA

and Civil Works Administration and CCC and all of the other makeshifts of employment except with the consent of the customers. If you do not think that the customers, who are going to have to pay that bill for the rest of their lives and their children's lives, consented to being sold that bill of goods which created the jobs for these other people, look at the election returns of 1936. They stamped every invoice "O.K." and they'll do it again.

In our war experience, the government created a lot of jobs by going in debt and placing orders here, there and every place. A selling job again—because the American people were sold on the purchase of victory over the Axis powers as the thing they wanted above all else and they expressed their willingness, time after time, to pay for that victory. No job was ever created except as a customer bought the products of that job.

"He Chooses..."

Here is what we have to worry about. The selling job that the American management system does today is done on a competitive basis. The man who casts the final vote, of course, is the customer. He casts his vote between one product and another, between one service and another, between one management and another. He chooses, and because he has freedom of choice, the products that are offered to him year after year become better—the values become better. That is what free enterprise means to me. The right of the customer to select what he wants to buy, and to demand that the products delivered to him in ordinary times be increasingly good and increasingly valuable. Let's look at a totalitarian regime for a moment. We lived through a mild form of it from 1941 until 1945. Some of us lived in a fully totalitarian regime. There were a host of boys who answered that "Greetings" invitation from the President who had hair of varying colors. Now, the red-headed boys should have been decked out in uniforms of horizon blue, and their mothers knew that perfectly well. When they went down to buy civilian clothes, they probably bought blue or light grey or something that would look good with their complexions. In the totalitarian regime necessary for operation of a war, someone else made the decisions, not the mothers, not the boys. They had no selection of uniforms. The Army had just one color in two sizes—either too big or too small.

If we ever give up our free enterprise system, if we ever turn over the job of producing the needs of America, distributing purchasing power for Americans, and providing jobs for Americans, to another than the management system, one of the first things it will do will be to cut out all this "foolishness" of competition. There is no sense in having two papers published even at different times of day in the same city. There is no sense in having a hundred varieties of cloth and two hundred styles of men's suits and 200,000 styles of women's dresses. That

would be all nonsense. It may be necessary to have five styles of cloth for men's suits and three sizes. That would be the limit. That would be efficient production. You would buy what you'd be allowed to buy—not what you chose to buy.

The man who suffers under totalitarianism is not necessarily the manager, not necessarily the wage earner, as such, but it's both the manager and the wage earner as a customer and consumer. His choices are gone.

Wage Concept . . . For Labor and Management

A sense of mission . . . It seems to me that the meaning of industrial organization, the industrial enterprise, the meaning of management, the meaning of unions, of collective bargaining, is all enveloped in this bigger meaning of the function of the enterprise system or the management system—the function of the orderly continuous sale of the products of the work of every wage earner. It means necessarily the sale to someone else, in some other form, in some other location. In the very simple point of contact between management and the representatives of the wage earners at the conference table that concept can be magic. That concept held in common would not result in weakness on the part of those who bargained for organized labor, not result in the willingness to take any wage that the management representatives say can be paid. It would result in a reasoning and reasonable acceptance of a wage which they are convinced will still contribute toward the sale of the products of their work in a competitive market.

That same truth of a sense of a mission carried down to the daily work by the first line supervisor that he is there as part of a sales organization would bridge most of the gaps that exist between wage earners and those who speak for management. Of course the superintendent, foreman, straw boss, lead mechanic, is not called a salesman on the payroll, he is not paid a commission. But if his job is not well done someone who has those titles on the payroll is going to fall down. No matter what the cause, whether costs at the machine, quality, careless handling in the shipping room, careless packing, inconsistent and unreliable delivery—whatever the cause may be—the result can be the same. If it results in a failure to sell adequately the products of the workers in that enterprise, the management system and that particular management have fallen down on one of the three jobs still entrusted to the management system by the people of America.

This mission of achieving and understanding this function of the management system is not a one sided job. It is not a task of convincing the worker that the management is working for him because he selected that particular management to sell the products of his work. It is equally and with equal difficulty a job of convincing the people who are management, that one of

their functions, one of their responsibilities, one of those things which they had better do or else, is this responsibility of selling the products of the services of those who work for them for wages.

"I Hope We Have Time . . ."

I hope we have time enough ahead of us to reach this understanding of the third function. I hope we have courage to accept it in our own thinking. I hope we have skill and patience to explain it and convey it to those who have been selected to manage the organization of labor, the men who speak for their thousands and millions of fellow members in the labor unions of United States. I hope that we have time to do it before they are faced with the unreasoning revolt of rank and file workers who feel that because there are no jobs for them somebody is doing them dirt. I hope we can get it over in time so that a man whose work week is cut from six days to five will realize that the only reason why his work week is cut is that the products of his work can't be sold for the next month. I hope that we can reach that understanding in the time that we have. I hope we can accept the challenge so that the conditions that might bring about the expulsion of the management system from our American economy will not be created. I hope that we can face into the responsibility fast enough, no matter what our jobs are—foreman, superintendent, manager, salesman, treasurer of the company, whatever it may be. I hope we can face into it courageously enough so that we will spend every ounce of energy that we have on every phase of this selling job in the years ahead. Every phase of it means purchasing wisely, producing economically, delivering quality, rendering service, acceptable to the customer. It means deference to the customer in a sense that we have forgotten in the last eight years. It is from that customer that every dollar must come to pay the payrolls which are our responsibilities. Our responsibility involves getting from him sufficient orders to provide the jobs for those who happen to be depending upon us, those who have chosen us as the sales agents for their services.

Bond Drive From Page 13

satisfied—not getting anywhere. How much would it save your company if accidents decreased 50 per cent, averaged only one-sixth as severe, as in the Norfolk Navy Yard? How much in dollars and cents would a happy shop, with a maximum efficiency, pride in work and minimum of absences, mean to your company? How much would economic stability mean to your business?

The American way of living and doing business is called free enterprise but we know that does not mean selfish enterprise. All of us know that a rule

of "every man for himself and the devil take the hindmost" is neither what we have nor want in this country. To manage a national debt swollen by the most costly war in history—four-fifths of it created by one war—to manage a national economy of the size and complexity of ours so that it will expand and prosper, are jobs on which we all have to work together. The Payroll Savings Plan is a tested way of working together for mutual benefit of individuals, community and nation.

That is why more than 2,000 firms have installed the plan in the past 18 months; why 20,000 large firms and many thousands of smaller ones are promoting it today; and why upwards of 7,500,000 workers, from company heads through the ranks, are investing \$150,000,000 month after month in U. S. Savings Bonds through the Payroll Savings Plan right where they work.

I Am Retiring

From Page 5

Incidentally, there will be more money in your check next week." After that Mr. Maloney didn't bother me any more. That was in 1910. I am still a



I said to Mr. Maloney: "Do you want me to work here?" He said: "Sure. I said: 'You can take your pick, me or Charlie.'" foreman, thanks to Mr. George Conger, even though it was predicted at that time I would only last about a year.

"We Had a Man Named Charlie . . . Had to Have an Operation."

While I was foreman there we had a man, named Charlie, who had to have an operation. Mr. Maloney helped him out financially with the doctor bills and met Charlie's family. Charlie took advantage of the situation and I guess he got to thinking he couldn't be fired. One day I told him to do something and he refused, so I fired him. Mr. Maloney called me down and tried to get me to take Charlie back. I said to Mr. Maloney: "Do you want Charlie to work here?" He said: "Sure." I said: "Do you want me to work here?" He said: "Sure." I said: "You can take your pick, me or Charlie." I went back to work.

After that Charlie would come in and borrow some money every two or three

weeks and each time he came in Mr. Maloney asked me to put him back to work. Each time I refused. Then one day Charlie came in to the cashier with his wife's watch and wanted to borrow some money on that. The cashier called me and asked me to put him back to work. I wouldn't take him back when Mr. Maloney asked me to, but when the cashier asked me I said: "Since you ask me to put him back to work, I will." After that I had the complete respect of my men.

Things went along swell, then, until Mr. Maloney died in the early 1920's. Then the trustees took over. We had our tanning shop down in Kingsport, Tennessee, and I had an opportunity to go down there at this time to study tanning. I went and have been glad I did it ever since. I was only there a short time before I came back to Chicago.

In 1926 Stuart Ullman came and took over the Maloney Belting Company. The first two years I worked under Stuart with the Chicago Rawhide I was discouraged. I had taken a 10 per cent cut, I lived a long way away from the plant, and I thought I wasn't being treated right. It didn't take me long to realize that things were altogether different than the idea I had. About eight or 10 years later Vic Northup came along and I worked with him. Then Herman Koelliker, now the vice president in charge of the Sirvene Division, came along. He was by himself in a little corner of the plant and I helped him out a little bit. Then he found a little greasy guy in the Gear Department to help. Then he got some more men, Bill Haley, Wang Ebert, Jim Barbour, and so on. I know all of those old timers, and they are still there. Herman did a good job.

For myself and Chicago Rawhide, I have worked several places and was disgusted with them. I was disgusted the first two years at Chicago Rawhide. But I came to know what a wonderful place it is from top to bottom. I can't think of a better plant, and I am glad to work here. I am retiring this year, after 51 years in the leather business, and I know I will miss Chicago Rawhide.

Cover From Page 2

With such backgrounds of man and company, here, if anywhere, may industry rightfully look for truly formidable achievement, and for unsurpassed teamwork which American foremen and supervisors are counting on and, in turn, are themselves being counted on to make possible.

Professor: "I forgot my umbrella this morning, dear."

Wife: "How did you remember that you had forgotten it?"

Professor: "Well, I missed it when I raised my hand to close it after the rain had stopped."—*Commerce*.

Men of Management

HE lives on a mountain ranch. It is 65 miles from Los Angeles. Considers Los Angeles his home. So it is in the West—or in the aircraft industry where distance is “just around the corner.”

B. W. Messer is a national director of the National Association of Foremen and vice president of its Zone A. As an officer, he is a member of its Executive Committee. These responsibilities, aside from his regular employment at Lockheed Aircraft Corporation, are casually listed, but the hard work and many long assignments they involve are not readily apparent in their mere naming. Moreover, he is chairman of the Planning Committee of the big Lockheed Management Club of which he is a past vice president.

Mr. Messer is on the staff of the director of industrial relations of his Company. For two war years he was industrial relations manager at a Lockheed base employing 6000 people in North Ireland.

Born in Methuen, Massachusetts (1907) he later (1928) spanned half the country, to become draftsman at Parks Aircraft Company in St. Louis, having completed flight training at Parks Air College. With Spartan Aircraft, Tulsa, in 1930 and Stearman Aircraft of Wichita, Kansas, two years later. Moved to California in 1933—went with Lockheed—stayed. Transferred (1939) from Engineering to Industrial Relations Department and has served as employment manager and personnel manager.

American foremen, supervisors and executives who are interested in furtherance of unity-in-management through the activities of the National



B. W. Messer

Association of Foremen or outside it, are indebted in no small way for the contribution by Mr. Messer, and by his Company which makes his contribution possible.

Yes, he's married—Mrs. Messer helps make the ranch a pleasure and a success.

B-36

From Page 11

almost as large (area) as entire wing of a B-24 Liberator bomber—are operated without power boost by pilot-operated spring tabs attached to the trailing edge of control surfaces, which in turn move the control surfaces by aerodynamic forces.

An experimental transport version of the B-36, designated XC-93, is now undergoing flight tests at Convair's San Diego plant—will haul 400 troops or 100,000 pounds of cargo.

Consolidated Vultee during the war produced over 33,000 military aircraft. Besides these long-range B-36 bombers, the Company is now building or flight testing: XC-99, world's largest land plane; L-13s, multi-purpose folding-wing liaison planes; Stinson Voyagers and Flying Station Wagons, 4-place personal planes; Convair-Liners, pressurized medium-range transports; XP5Y-1, patrol flying boat; XF-92 fighter; and other aircraft of a restricted nature.

Convair has delivered to the Air Force the jet-propelled XB-46, one of the world's fastest bombers.

A letter of intent authorizing Convair to begin building 29 Northrop B-49 flying wing jet bombers was signed by representatives of both companies last October. . . .

This . . . is America's ship. She never would have been born but for the men of industry in America . . . but for “Good Management in a Team Organization” such as exists at Convair. Do American foremen prefer to belong to these kind of management teams? The answer is . . . They do.

Chicago Meeting

From Page 26

liker, vice president Sirvene Division, Chicago Rawhide Manufacturing Co. Directly after breakfast members were briefed by Program Chairman James G. Barbour. To say that this conference was good would be a gross understatement. It was tops, and the many members of the various committees feel their efforts have been duly justified.

Entertainment was provided by the Chicago Rawhide Choral Group; Raymond Fyhyrie provided concert piano recitals and Gunn Sayvig with Audun Ravnar provided violin recitals and singing.

She talked him into buying a new dress, then objected when he tried to talk her out of it.



Eleven-year-old JoAnn, daughter of Joe McMillan, as she sings “God Bless America”—was joined in by 1000 men attending NAF area meeting on West Coast at which General Electric's “Supervisory Training Program” was presented.

Contributors From Page 4

“American foremen are glad to have the benefit of your thinking, Colonel Heron.”

Raphael H. O'Malley, national director of Payroll Savings, U. S. Savings Bonds Division, Treasury Department, Washington, is a veteran of that organization—since pre-war days. Directed sale of \$110 millions in War Bonds 1944-45 in Puerto Rico. Received his B.A. from St. Johns in Brooklyn, his LL.B. from Georgetown. Member District of Columbia bar since 1935.

“Keep up the good work for thrift. Mr. O'Malley.”

Joe McMillan, assistant manager of Hollywood Service Department, Robertshaw-Fulton Controls Company attended Los Angeles University and Southern California. Came with Robertshaw's Grayson Division in 1935 and progressed up from the assembly line. Contributor to various publications, his hobbies include music, writing, woodworking, photography, sports. Married. Two daughters: JoAnn and Karen. “Thanks for your ‘Taxation’ piece. Joe McMillan.”

Irate wife: “I want an explanation and I want the truth.”

Hubby: “Well, make up your mind. You can't have both.”

Goose? or Nest?

WHICH WILL YOU HAVE ?

For some reason, the goose egg stands for zero . . . nothing.

The nest egg, however, stands for a tidy sum of money, set aside for your own or your children's future.

It's hardly necessary to ask you which you'd prefer.

But it *is* necessary to ask *yourself* what you are doing to make sure you *don't* end up with a goose egg instead of a nest egg ten years from now.

The simple, easy, and obvious thing to do is to buy U. S. Savings Bonds.

Buy them regularly, automatically, on a

plan that pays for them out of the income you make today.

Millions of Americans have adopted this practically painless way to save up a nice nest egg for the needs and wants of the future.

In 10 years they get back \$40 for every \$30 invested in U. S. Savings Bonds—bonds as safe and solid as the Statue of Liberty.

There's a special Savings Bond Plan for *you*. Ask your employer about it today...and get started now.

You'll soon realize that buying U. S. Savings Bonds *regularly* is one of the most important and comforting things you ever did!

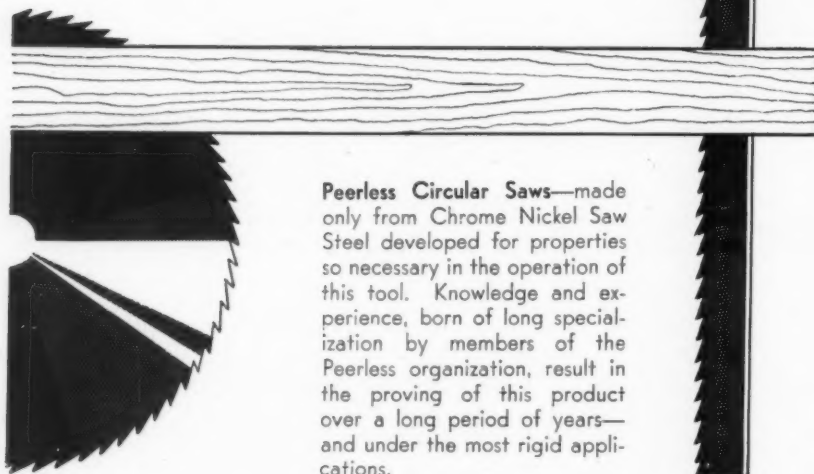
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